

Implementation of the E-Buddy Application in Improving Administrative Services at Kenongo Village

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ABSTRACT

Objective: This study aims to analyze the implementation of the E-Buddy Application in improving administrative services at Kenongo Village. The analysis is based on Charles O. Jones' policy implementation theory, which emphasizes three main indicators: organization, interpretation, and application. **Method:** This research employs a descriptive qualitative approach. Data were collected through interviews, observation, and documentation involving key informants, including the Head of Kenongo Village and administrative staff responsible for operating the E-Buddy system. Data analysis was conducted using the Miles and Huberman interactive model, consisting of data collection, data reduction, data display, and conclusion drawing. **Results:** The findings reveal that the implementation of the E-Buddy application has contributed to improving efficiency, transparency, and effectiveness in village administrative services, particularly in digital correspondence management and employee attendance systems. From the organizational aspect, task distribution and coordination have been structured properly, although minor technical and network issues still occur. In terms of interpretation, village officials have demonstrated adequate understanding after receiving training. Regarding application, the system has been consistently utilized in daily administrative activities, despite the need for improvements in system reliability and communication procedures. **Novelty:** This study provides an in-depth analysis of digital administrative transformation at the village level using Charles O. Jones' implementation framework, offering practical insights for strengthening e-government practices in rural governance.

INTRODUCTION

Advances in computer technology play a vital role in supporting various work activities, both in government institutions and the private sector. In modern office environments, the utilization of information technology enables work processes to be carried out more efficiently and collaboratively, without being limited by space or time. This makes technology an important element in facilitating administrative activities and supporting organizational productivity. In the context of administrative management, both in government and private institutions, smooth administration is a key factor in supporting work effectiveness and achieving organizational goals. One important aspect of administrative activities is the management of official correspondence and documents. Letters not only function as formal communication tools but also serve as sources of data and archives containing important information for the continuity and development of an organization [1].

Advances in information technology have fundamentally changed the way organizations operate, both in the government and private sectors. The utilization of information and communication technology (ICT) plays an important role in increasing efficiency, expanding accessibility, and establishing a more modern and dynamic work culture. In the context of globalization, ICT has become a major factor driving changes in

various fields, including politics, economics, social affairs, and law. In line with these developments, the government continues to improve its governance systems through various digitalization programs outlined in the e-government development roadmap. The objective is to optimize the effectiveness of government business processes and accelerate bureaucratic implementation by utilizing technology as a means of supporting efficient and transparent administration [2].

The ongoing bureaucratic reform also includes the implementation of information technology-based systems in government administration. These changes not only address technical aspects but also involve organizational restructuring, improving the competencies of government personnel, and strengthening government management. Bureaucratic restructuring is an important step toward achieving effectiveness and efficiency in government administration, as the success of bureaucratic reform has a significant influence on the overall quality of state administration [3].

The increasing public demand for better, faster, and more transparent public services has encouraged the government to implement the concept of Electronic Government (E-Government). One of the problems faced in government administration is the management of correspondence, which is still carried out manually, resulting in slow processes of access, recording, and distribution. This condition requires innovation in digital-based administrative systems. As a follow-up measure, the East Java Provincial Government launched the Electronic Official Correspondence Management Application (Tata Naskah Dinas Elektronik/TNDE), which functions to manage government correspondence and archives digitally [4].

The legal basis for the implementation of the E-BUDDY Application includes several important regulations. First, Ministerial Regulation of Administrative and Bureaucratic Reform Number 6 of 2011 concerning General Guidelines for Electronic Official Correspondence Management within Government Agencies. This innovation is an important part of efforts to optimize correspondence management and improve the efficiency of government administration. The implementation of e-government itself represents the application of digital technology-based government administration oriented toward improving the efficiency, transparency, and accountability of public services. The Indonesian government adopted this concept in response to technological developments and the need for integrated information systems. One important legal foundation for e-government development is Presidential Instruction Number 3 of 2003 concerning the Development of E-Government, which emphasizes that the utilization of information technology should be directed toward strengthening government management and improving the quality of public services [5].

Furthermore, the implementation of Electronic-Based Government Systems (Sistem Pemerintahan Berbasis Elektronik/SPBE), stipulated in Presidential Regulation Number 95 of 2018, represents a concrete manifestation of Indonesia's digital transformation in government. SPBE aims to establish integrated, responsive, and adaptive governance in improving public welfare. Through this policy, central and regional governments are

expected to integrate administrative processes and public services into an efficient electronic system.

According to Adriwati, e-government is an information system that utilizes digital technologies such as the internet to provide public services, facilitate communication and coordination among government agencies, and support government transactions and data management. This system encompasses various relationships, including government-to-business (G2B), government-to-government (G2G), and government-to-citizen (G2C) relationships. In a broader context, the Smart City concept has also emerged as a form of information technology implementation aimed at improving the efficiency of regional governance, citizens' quality of life, and environmental sustainability. Sidoarjo Regency is one of the regions that has implemented the Sidoarjo Smart City concept since 2017 through various technology-based public programs. These efforts were strengthened through the issuance of Sidoarjo Regency Regional Regulation Number 46 of 2018 concerning Information and Communication Technology Management, which aims to establish efficient, transparent, and accountable government [6].

One of the innovations resulting from this policy is the E-Buddy Application, a digital office system designed to facilitate administrative management and improve the effectiveness of government personnel's work. The application is considered practical and provides added value in carrying out government tasks. The uniqueness of the E-Buddy Application lies in its ability to create a more efficient, flexible, and adaptive work culture in accordance with user needs. In addition, the implementation of this application strengthens the sense of responsibility and commitment of government personnel toward faster, more transparent, and professional public services [7].

Operationally, E-Buddy functions as a digital office system that integrates various administrative activities into a single electronic platform. Through this application, all correspondence processes, including incoming and outgoing letters, are managed digitally without the need for physical documents [8]. Every incoming letter is entered into the inbox system and can immediately be forwarded to the relevant official or department through the online disposition feature. The process of creating outgoing letters is also carried out using templates provided within the application, thereby minimizing errors and accelerating administrative procedures. In addition to correspondence features, E-Buddy also provides a digital archiving system that enables documents to be automatically stored in a database. Government personnel can search for previous documents using specific keywords without having to manually examine physical files. This facilitates auditing, reporting, and coordination among departments.

In addition to improving work effectiveness, the use of E-Buddy also supports the principles of transparency and public accountability [9]. Every administrative activity can be monitored in real time by supervisors, thereby reducing the risk of delays and abuse of authority. Therefore, the E-Buddy Application not only facilitates administrative management but also strengthens the internal supervision system and improves the quality of public services within the Sidoarjo Regency Government [10]-[13].

Table 1. Number of Documents Successfully Issued through E-Buddy

Year	Number of Documents Issued through E-Buddy
2023	1.234 documents
2024	1.856 documents
2025	2.104 documents

Source: Processed from Kenongo Village Government data (2025)

Based on the data in Table 1, the number of documents successfully issued through the E-Buddy application shows a consistent increasing trend from 2023 to 2025. In 2023, the number of documents issued was recorded at 1,234 documents, reflecting the early stage of E-Buddy utilization in supporting village administrative services. Subsequently, in 2024, the number increased to 1,856 documents, indicating increased utilization of digital services by the community as well as the beginning of more optimal application use in village administrative processes. In 2025, the number of documents issued increased again to 2,104 documents, in line with increasing service targets and the increasingly stable implementation of the E-Buddy system.

Several previous studies have discussed the implementation of the E-Buddy application in supporting digital transformation within regional government, particularly in Sidoarjo Regency. A study conducted by Nadila and Choiriyah, entitled *Implementation of E-Government Through E-Buddy in Sidoarjo Regency*, explained that the implementation of the E-Buddy application as an electronic official correspondence system had helped improve the work effectiveness of village government personnel. However, the study also identified obstacles related to human resources, particularly concerning employees' ability and readiness to operate the digital system optimally.

Furthermore, Mulyoto and Utami, in their study entitled *Analisis Aplikasi E-Buddy pada Pengelolaan Arsip Surat Masuk (Studi pada DPMPTSP Kabupaten Sidoarjo)*, explained that the E-Buddy application had facilitated the process of archiving and distributing correspondence within government institutions. Nevertheless, several technical obstacles were identified, such as occasional system errors and limited numbers of competent operators in managing digital archives. This indicates that the successful implementation of digital systems is determined not only by technology but also by the human resources operating them.

Meanwhile, a study by Hanifah and Rodiyah, entitled *E-Buddy's Impact on Local Governance in Indonesia through Transforming Document Management*, highlighted the positive impact of the E-Buddy application on local governance. The study found that the use of electronic document systems could improve efficiency, transparency, and accountability in government administrative management. However, the researchers also emphasized the importance of technological infrastructure and human resource training to ensure sustainable implementation [14], [15]. It can be concluded that the E-Buddy application plays a strategic role in promoting the digitalization of government administration, particularly in Sidoarjo Regency. Despite its many benefits, successful implementation remains dependent on technological readiness, human resource

competencies, and institutional commitment to consistently carrying out digital transformation.

Based on observations of the implementation of the E-Buddy Application in improving administrative services in Kenongo Village, two main problems were identified that affect the implementation of the policy concerning the application. The first problem relates to the organization indicator, namely the suboptimal organization of resources in implementing the E-Buddy Application. Although personnel responsible for operating the application have been appointed, the division of tasks and coordination are still not functioning optimally. In addition, the capabilities of village personnel in operating digital systems vary, which affects the smooth implementation of electronic-based administrative services. This condition causes administrative processes to not yet operate fully effectively in accordance with the established mechanisms.

The second problem relates to the application indicator, namely the suboptimal implementation of administrative services through the E-Buddy Application. In practice, technical obstacles are still encountered, such as internet connection problems, occasional application errors, and limited supporting devices used by village personnel. In addition, not all administrative processes can consistently be carried out through the application, meaning that under certain circumstances services are still provided manually. This condition makes administrative service processes less efficient, and the objective of implementing the E-Buddy Application to establish fast, effective, and digitally based services has not yet been fully achieved.

The study entitled *"Implementasi Aplikasi E-Buddy dalam Peningkatan Pelayanan Administrasi Desa Kenongo"* uses Charles O. Jones's policy implementation theory as its analytical foundation. This theory was selected because it emphasizes policy implementation as a series of activities involving institutional aspects, policy understanding, and concrete actions in the field. According to Charles O. Jones, successful policy implementation is influenced by three main indicators: 1) organization, 2) interpretation, and 3) application.

In the context of implementing the E-Buddy Application, the organization indicator relates to the readiness of the village government's institutional structure, the division of responsibilities among personnel, and coordination among work units involved in providing digital-based administrative services. A well-organized structure will support the smooth implementation of the program and minimize administrative obstacles in using the E-Buddy application.

The interpretation indicator refers to the ability of village personnel to understand the policies and objectives of implementing the E-Buddy Application. A good understanding of technical guidelines, application functions, and the benefits of digitalizing administrative services is an important factor in ensuring that the policy is properly translated into daily work practices. Differences or deficiencies in interpretation have the potential to create discrepancies between policy objectives and their implementation in the field.

Furthermore, the application indicator relates to the actual implementation of the policy through the use of the E-Buddy Application in village administrative services. At this stage, implementation is assessed based on the extent to which the application is used consistently, effectively, and efficiently by village personnel in serving the community, as well as its impact on improving the speed, accuracy, and transparency of services. Through Charles O. Jones's theoretical approach, this study is expected to provide a comprehensive description of the implementation process of the E-Buddy Application in Kenongo Village, including supporting and inhibiting factors, as well as its contribution to improving the quality of village administrative services.

RESEARCH METHOD

This research was conducted at the Kenongo Village Government. The research location was selected because Kenongo Village is one of the villages that has implemented the E-Buddy Application as an innovation in village administrative services, making it relevant as an object of study concerning the implementation of digital-based public services. The type of research employed was descriptive research using a qualitative approach. According to Sugiyono, qualitative research is a research process aimed at understanding the meaning of individual or group behavior and describing social problems occurring within society. The qualitative research process involves formulating research questions and flexible research procedures, as well as collecting and integrating data obtained from participants in the field.

The data collection techniques used in this research consisted of interviews, observation, and documentation. The data sources consisted of two types, namely primary and secondary data. Primary data were obtained directly through interviews with informants, observations of village administrative service processes, and documentation related to the use of the E-Buddy Application. Meanwhile, secondary data were obtained indirectly by the researcher through literature studies, including scientific journals, books, relevant regulations, and mass media related to the research topic.

The informants were selected using purposive sampling, namely the deliberate selection of informants based on certain considerations relevant to the research objectives. The informants in this study consisted of the Head of Kenongo Village, the Village Secretary, and service staff responsible for operating administrative services through the E-Buddy Application.

The data analysis technique used in this research was the Miles and Huberman data analysis model, which consists of four stages. First, data collection, which is the process of obtaining data through interviews, observation, and documentation. Second, data reduction, namely the process of selecting, focusing, simplifying, and transforming raw data obtained from the field to produce information relevant to the research focus. Third, data presentation, namely systematically organizing data in the form of narratives or tables so that it can be easily understood and analyzed comprehensively. Fourth, conclusion drawing, namely the process of summarizing and interpreting all data

obtained from the field to address the research objectives concerning the implementation of the E-Buddy Application in improving administrative services in Kenongo Village.

RESULTS AND DISCUSSION

Results

The implementation of the E-Buddy Application in improving administrative services in Kenongo Village was analyzed using Charles O. Jones's policy implementation theory. This theory was used to determine the extent to which digital-based administrative service policies or programs can be effectively implemented at the village level. According to Charles O. Jones, policy implementation is influenced by three main indicators: organization, interpretation, and application.

Discussion

Organization

Organization can be defined as a structured framework of relationships in which responsibilities, authority, and division of tasks are clearly arranged to perform certain functions. According to Charles O. Jones, the organizational dimension in policy implementation emphasizes how organizational structures, role distribution, work procedures, and coordination among implementing units are arranged to support successful policy implementation. Organization functions as a framework that ensures policies can be implemented systematically and in a coordinated manner.

"In my opinion, the people who have been responsible for the application so far are already appropriate, and perhaps they have been able to perform optimally. But, as I mentioned earlier, it is a system. Sometimes there are letters that come in, and sometimes there are letters that do not. So eventually, we have miscommunication with the Village Head, usually like that. We cannot really blame anyone because it is a system. Sometimes an invitation comes into another village, but it does not come into Kenongo Village." Interview, December 10, 2025

"It could be. The names are also similar. In Tulangan District alone, there are 22 villages. Sometimes there are already so many districts involved at the regency level. But it only happens in a few percent of cases. That is indeed where the problem lies, but perhaps only around 5–6 percent of cases experience problems," said Ms. Irma, the E-Buddy application operator in Kenongo Village.

Based on the two statements from Ms. Irma, the E-Buddy Application operator in Kenongo Village, it can be concluded that, in terms of the organizational indicator, the implementation and division of responsibilities in managing the application have been carried out properly and in accordance with each individual's duties. The organizational structure and roles of village personnel in operating the E-Buddy Application are considered to have been implemented optimally and are capable of supporting village administrative services. Nevertheless, technical obstacles remain that affect organizational communication, particularly regarding some letters or invitations not being received by the village system, which may lead to miscommunication between

village personnel and the Village Head. These obstacles are incidental and occur in a small percentage of cases, so they generally do not disrupt organizational performance. However, they indicate the need to strengthen coordination and supporting systems so that information flows among organizational units can operate more optimally.

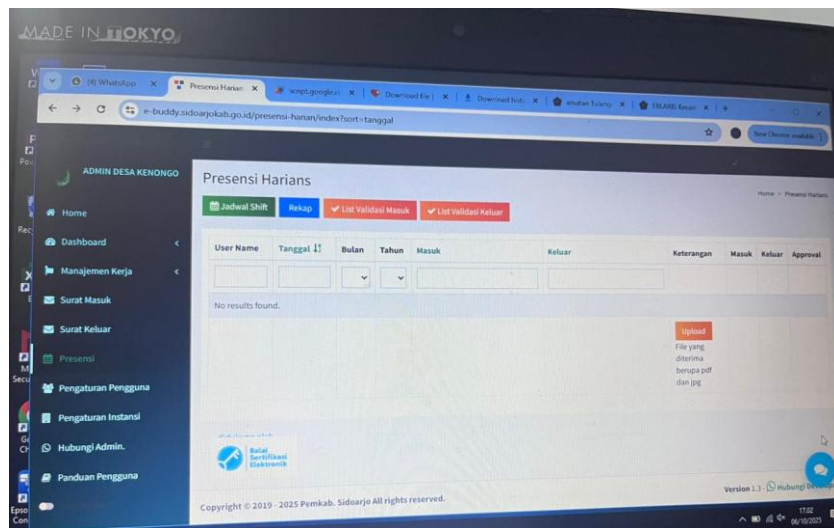


Figure 1. Daily Attendance Menu

Source: Processed by Kenongo Village, 2025.

Based on Figure 1, the Daily Attendance menu in the E-Buddy Application used by the Kenongo Village Administrator can be identified. The display shows a digitally integrated attendance system for village personnel as part of improving village administrative services. The attendance process begins when the administrator logs into the E-Buddy system and selects the *Daily Attendance* menu. This page provides several main features, namely Shift Schedule, Recap, Entry Validation List, and Exit Validation List, which function to systematically manage and monitor the attendance of village personnel.

Within the daily attendance menu, administrators can search attendance data based on the user's name, date, month, and year, thereby facilitating the monitoring and tracking of attendance data. In addition, the system provides information fields regarding entry time, exit time, remarks, and approval status. If attendance data requires verification, administrators can conduct entry and exit validation processes, including uploading supporting documents in PDF or JPG format as evidence of attendance.

Table 2. Working Hours Schedule of Kenongo Village Personnel

No	Work Shift	Working Days	Start Time	End Time	Description
1	Morning Shift	Monday-Friday	07.30 WIB	12.00 WIB	Morning working hours for village personnel
2	Afternoon Shift	Monday-Friday	12.30 WIB	16.00 WIB	Continuation of service hours

3	Full-Day Shift	Monday-Friday	07.30 WIB	16.00 WIB	Applicable to personnel with full-day service duties
4	Special Shift	As Needed	Adjusted	Adjusted	Used for certain village activities, such as meetings, additional services, and external assignments

Source: Processed by Kenongo Village, 2025.

Based on the working-hours shift schedule of Kenongo Village personnel, it can be explained that the working hours of village personnel have been systematically arranged to support the smooth delivery of administrative services to the community. The division of work shifts aims to ensure that village personnel remain available throughout the designated service hours.

The morning shift applies from Monday to Friday, with working hours from 07:30 WIB to 12:00 WIB. This shift is generally assigned to village personnel responsible for basic administrative services and routine operational activities. The afternoon shift is conducted on the same days from 12:30 WIB to 16:00 WIB and serves as a continuation of services to ensure that village administrative activities continue until the end of working hours. There is also a full-day shift from 07:30 WIB to 16:00 WIB, intended for village personnel who have full-service responsibilities or specific duties requiring their presence throughout the working day. Meanwhile, the special shift is implemented flexibly according to village needs, such as meetings, additional services, or external assignments, with entry and exit times adjusted according to circumstances and village policies.

This shift schedule is integrated into the E-Buddy Application through the Shift Schedule feature, allowing administrators to manage, monitor, and adjust the working hours of village personnel digitally. With this system, the attendance process becomes more orderly and transparent and facilitates the monitoring of personnel attendance in order to improve the quality of administrative services in Kenongo Village.

Based on the phenomenon described above, it can be concluded that the organizational indicator does not yet fully correspond to an organized framework of relationships in which responsibilities, authority, and division of tasks are clearly established to perform certain functions. According to Charles O. Jones, the organizational dimension in policy implementation emphasizes how organizational structures, role distribution, work procedures, and coordination among implementing units are arranged to support successful policy implementation. This is consistent with Law Number 6 of 2014 concerning Villages, particularly Article 26 paragraphs (1) and (4), which state that the Village Head has the authority to lead the administration of village government and coordinate village officials in carrying out government, development, and community service functions. In addition, the division of duties and working procedures of village officials are regulated in Minister of Home Affairs Regulation Number 84 of 2015 concerning the Organizational Structure and Work Procedures of

Village Governments, which regulates the organizational structure, functions, and working relationships among village officials. With this legal foundation, the implementation of the E-Buddy Application in managing village personnel attendance reflects a clear, structured, and coordinated organizational dimension, thereby supporting the effectiveness of administrative services in Kenongo Village.

The findings of this research are consistent with the study by Nadila and Choiriyah, which stated that the implementation of E-Buddy can improve the effectiveness of village personnel's work through the digitalization of government administration. The similarity lies in the utilization of digital technology to support the implementation of village personnel's duties in a more structured and efficient manner. However, Nadila and Choiriyah's research focused more on human resource constraints, particularly employees' ability and readiness to operate digital systems. Meanwhile, in this study, Kenongo Village personnel have generally been able to carry out their duties and responsibilities according to their respective roles. Therefore, the problems identified in this study are more closely related to system disruptions affecting organizational communication.

Interpretation

In implementing the E-Buddy Application for administrative services in Kenongo Village, village personnel are responsible for carrying out their duties and functions in accordance with applicable guidelines and regulations. This is reflected in the alignment between application-based administrative service practices and regulations and technical guidelines established by the regional government. According to Charles O. Jones, the interpretation dimension in policy implementation emphasizes the process by which implementers understand and translate policies so that their objectives and direction can be understood uniformly and transformed into concrete actions. In this context, village personnel are required to properly understand the policy of digitalizing administrative services so that the use of the E-Buddy Application can be appropriately translated into daily service activities. A good understanding of the policy enables village personnel to carry out service procedures in accordance with applicable regulations and supports the achievement of policy objectives, namely improving the effectiveness, efficiency, and quality of administrative services for the people of Kenongo Village.

"When it was first launched, there was training on creating outgoing letters, receiving dispositions, and creating SPPG for examination letters. But that was during the initial launch. Now there is no longer any training because we are already familiar with operating the application. Now, each village official can log into their own account to conduct attendance."

This was also reinforced by an interview with the Village Head, who stated:

"Ms. Irma has conducted training on how to operate this E-Buddy application, and she has also been handling this application since it was launched by the central government. Therefore, as the Village Head, I already trust Ms. Irma to handle administration in Kenongo Village, manage incoming and outgoing letters, and handle official assignment letters for me from the central government."

It can be seen that, during the initial implementation of the E-Buddy Application in Kenongo Village, training was provided for village personnel, particularly regarding the creation of outgoing letters, receipt of dispositions, and preparation of SPPG for examination-related correspondence. The training aimed to improve the understanding and ability of village personnel to operate the application optimally. Over time, village personnel were considered to have acquired sufficient skills, so training was no longer conducted regularly. Currently, each village official has an individual account to access the E-Buddy Application, including for independently recording attendance. This demonstrates that the application has been integrated into the daily work activities of village personnel and supports the smooth delivery of administrative services in Kenongo Village.

Based on the phenomenon described above, it can be concluded that, under the interpretation indicator of E-Buddy Application implementation in Kenongo Village, village personnel have demonstrated the ability to understand and translate the digitalization policy for administrative services into daily work practices. This can be seen from the use of the E-Buddy Application for managing correspondence and village personnel attendance, which is now carried out independently by each village official. However, during the initial implementation stage, obstacles were still encountered in the form of limited understanding of the application's features among village personnel, making training necessary to support the adaptation process to the system.

This condition is not yet fully consistent with the policy implementation theory of Charles O. Jones regarding the interpretation indicator, which emphasizes that policy implementers must be able to understand and translate policies uniformly so that policy objectives can be optimally achieved. When compared with the previous study conducted by Nadila and Choiriyah, entitled *Implementation of E-Government Through E-Buddy in Sidoarjo Regency*, similar findings were identified, namely obstacles related to human resources in understanding and operating the E-Buddy system optimally. Nevertheless, through training and continuous experience in using the system, village personnel in Kenongo Village are considered capable of interpreting the digitalization policy effectively, enabling the current use of the E-Buddy Application to support the effectiveness and quality of village administrative services.

The findings of this study are also related to the research by Mulyoto and Utami, which explained that the E-Buddy Application facilitates the management of incoming correspondence archives and document distribution in government institutions. However, their research still identified system disruptions (errors) and limited numbers of competent operators in managing digital archives. In contrast, the findings in Kenongo Village indicate that, in terms of interpretation, village personnel have understood the procedures for using the application in accordance with applicable guidelines, allowing incoming letters, outgoing letters, dispositions, and attendance to be managed independently. Thus, the problems identified in this study occurred primarily during the initial implementation stage and gradually decreased after village personnel gained experience in operating the application.

Application

Application refers to the stage in which policy implementers carry out administrative service activities directly in the field in accordance with established policies. According to Charles O. Jones, the application dimension in policy implementation emphasizes concrete actions taken by implementers in carrying out programs, including compliance with procedures, utilization of resources, and consistency in policy implementation.

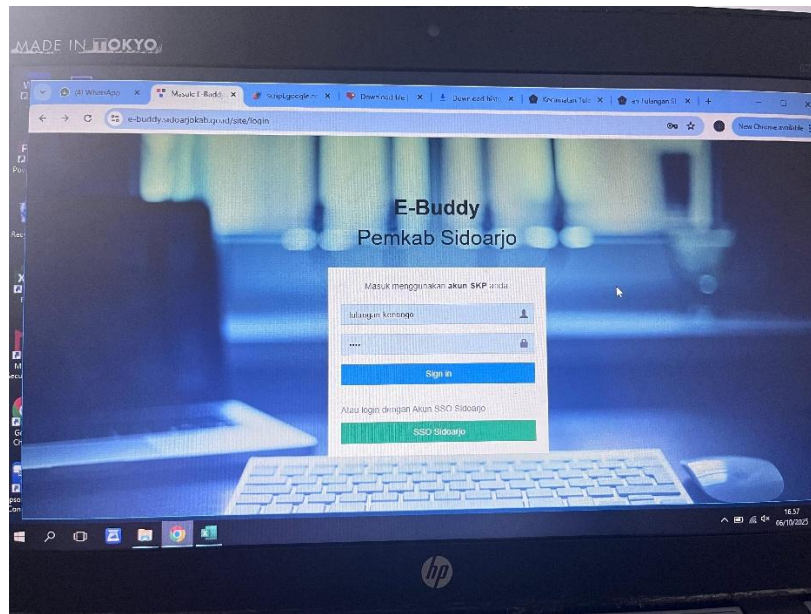


Figure 2. E-Buddy Application Homepage of Kenongo Village
Source: Managed by Kenongo Village, 2025.

In the context of implementing the E-Buddy Application in Kenongo Village, the application stage includes a series of actions carried out by village personnel, both individually and collectively, to achieve policy objectives, namely improving the effectiveness, efficiency, and quality of village administrative services. These actions are planned and implemented systematically so that the use of the application operates in accordance with predetermined procedures and working mechanisms. Each step in implementing the E-Buddy Application is aligned with the main objectives of the policy to prevent deviations during implementation. Therefore, in accordance with Charles O. Jones's perspective, effective policy implementation requires good coordination, consistency in implementation, and commitment from all village personnel involved in managing and using the E-Buddy Application so that the policy can produce optimal results for village administrative services.

"Because it is a system, sometimes it comes in and sometimes it does not. Sometimes there are also sudden invitations. Those are not sent through E-Buddy but through the group. There are groups for the Village Head and the Village Secretary. So eventually there is miscommunication. For example, the Village Head asks, 'Why didn't you inform me about the invitation?' while I say, 'I was using E-Buddy, but I did not receive it.' I once raised this issue at the district office during a supervisory session. There is supervision every week. It turned out that it was not only one or

two villages experiencing this problem. What I mean is, if the information is shared only with the Village Head and Village Secretary, sometimes the Village Head is older and rarely checks their phone. Then, when I check it, sometimes the information has already been sent but is not noticed. This happens quite often. Eventually, it causes misunderstandings between me as the administrator and the Village Head. We receive an invitation and ask, 'Did you know about it?' Sometimes it was not sent through E-Buddy because it was already late at night. So, more simply, the letter is still created through E-Buddy, but it is not sent through the application. It is downloaded directly and given to the Village Secretary or Village Head. That is the problem. Other than that, there are no major problems. As with any system, sometimes the internet does not work because of network issues. That is the only problem I have experienced with E-Buddy while serving as the administrator," said Ms. Irma, the E-Buddy Application operator in Kenongo Village.

The Village Head agreed with Ms. Irma's statement:

"Yes, I agree with what Ms. Irma said. Sometimes information or invitations that should enter the E-Buddy Application are not received by the system, so they have to be communicated directly through the WhatsApp group for the Village Head or Village Secretary. This also causes communication to be slightly delayed, especially if I do not frequently check my phone. I have experienced this problem as well, so sometimes there is miscommunication between Ms. Irma and me."

Based on these statements, it can be concluded that the implementation of the E-Buddy Application in Kenongo Village still faces technical and operational obstacles that affect the smooth flow of information. System and internet network disruptions mean that not all invitations or letters can be delivered through the application, resulting in some information being distributed through other media, such as messaging groups. This condition has the potential to cause miscommunication between the application administrator and village leadership, particularly when information is not received simultaneously by the relevant parties. Nevertheless, the letter creation process continues to be carried out through the E-Buddy Application, indicating that the application is generally still being used according to its intended function. The obstacles are situational and not widespread, but they indicate the need to improve system reliability and strengthen communication procedures so that the implementation of the E-Buddy Application can operate more optimally and in an integrated manner.

Based on the phenomenon described above, the implementation of the E-Buddy Application in Kenongo Village demonstrates that village personnel have carried out administrative service activities in accordance with the digitalization policy, such as letter creation, attendance management, and document distribution. According to Charles O. Jones, the application dimension emphasizes concrete actions by implementers, compliance with procedures, and consistency in policy implementation. However, based on interviews with the E-Buddy operator, technical and operational obstacles remain, such as information or invitations not entering the application and therefore having to be communicated through WhatsApp groups, which may cause miscommunication between the administrator and village leadership, as confirmed by the Village Head.

Nevertheless, the main functions of the application continue to operate, indicating that E-Buddy is being used in accordance with established procedures. However, improvements in system reliability and communication procedures are needed to make its implementation more optimal and integrated in supporting the effectiveness of village administrative services.

This research is related to the study by Hanifah and Rodiyah, which explained that the E-Buddy Application can improve the efficiency, transparency, and accountability of government administrative management when supported by adequate technological infrastructure and human resources. The similarity between the two studies lies in the benefits of the application in improving the quality of administrative services through a digital system. The difference is that Hanifah and Rodiyah's research emphasized the importance of infrastructure support as a factor in successful implementation, whereas this research demonstrates that although village personnel have implemented the policy according to procedures and possess adequate skills in using the application, implementation effectiveness is still influenced by system reliability and internet connectivity. Therefore, compared with previous studies, this research finds that the successful implementation of the E-Buddy Application is determined not only by human resource readiness and compliance with procedures but also strongly depends on the stability of information systems and supporting communication mechanisms. Thus, improving application quality and strengthening communication coordination are important factors in ensuring that E-Buddy implementation can operate optimally, consistently, and sustainably in supporting administrative services in Kenongo Village.

CONCLUSION

Fundamental Finding : This study found that the implementation of the E-Buddy Application in Kenongo Village has operated fairly well in supporting the improvement of digital-based village administrative services, particularly in terms of service efficiency, ease of administrative management, transparency of personnel performance, and adaptation to digital systems, in line with the policy implementation indicators proposed by Charles O. Jones. **Implication :** These findings indicate that the implementation of the E-Buddy Application contributes positively to supporting electronic-based village governance (*e-government*) and improving the quality of village administrative services. Therefore, it has the potential to serve as a model of digital service innovation at the village level. **Limitation :** The limitation of this study lies in the continuing technical problems related to the system and internet connectivity, as well as differences in communication patterns among village personnel that affect the optimization of E-Buddy Application use. **Future Research :** Future research is recommended to expand the scope of informants, quantitatively examine user satisfaction levels, and investigate strategies for improving system reliability and strengthening communication procedures to support the sustainability and further improvement of E-Buddy Application implementation.

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