

Implementation of e-Government in Village Asset Management through the Village Asset Management System (SIPADES) in Sumokali Village, Candi District, Sidoarjo Regency

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ABSTRACT

Objective: This study aims to describe and analyze the implementation of e-government in village asset management through the Village Asset Management System (SIPADES) application in Sumokali Village, Candi District, Sidoarjo Regency. The main objective of this study is to evaluate the extent to which the SIPADES application supports effectiveness, efficiency, and transparency in village asset management. Method: This study uses a qualitative method with a descriptive approach. Data is collected through interviews, observations, and documentation from relevant parties, as well as the collection of supporting documents. Results: The results of the study show that in the organizational aspect, the organizational structure in the village has been formed but human resources are still limited. In terms of interpretation, operators' understanding of the application is still low due to the lack of socialization from related agencies. Meanwhile, in the application aspect, even though the initial SOPs and training are available, the implementation of the SIPADES application still faces technical obstacles such as system disruptions and errors during working hours, which cause operators to have to work outside of working hours. Novelty: This research makes a new contribution by revealing the specifics of the obstacles to the implementation of SIPADES at the village level through the implementation theory approach of Charles O. Jones. Focusing on the local context of Sumokali Village provides a real picture of the challenges and opportunities in the implementation of application-based e-government in rural areas.

INTRODUCTION

Indonesia is a country consisting of many islands and has a system of government that spans from the central to regional levels. Currently, regional government also includes the village level, which is part of the Indonesian government's master plan to create independent and democratic villages. One of the steps to achieve this goal is the enactment of Law No. 6 of 2014 on villages.[1].

Law number 6 of 2014 article 86 states that the right to build a village information system consisting of village data, development data, regions, and other information related to village development belongs to local and village governments[2]. In the scheme of building institutions and improving community progress, development is based on a "bottom up" plan realized by the Initiative and the wishes of the community[3].

Village asset management is a series of activities that include planning, procurement, use, utilization, security, maintenance, disposal, transfer of rights, administrative recording, reporting, assessment, guidance, supervision, and control of assets owned by the village [4]. The purpose of village asset management is to improve the welfare and quality of life of the village community, as well as to encourage an

increase in village income. Well-managed village assets can become one of the sources of the village's original income [5].

To facilitate the management of village assets, developments in the field of technology and information are needed. Along with the advancement of technology and information, the government is required to develop information technology to improve efficient and effective in managing village assets [6]. In an effort to run the system Information and communication technology which is usually referred to as e-government. E-government aims to create organized communication between the government, the community, and the private sector to provide more responsive services. The presence of e-government acts as a tool to improve efficiency and effectiveness in the government administration process through the use of digital technology. To support the e-government expansion, the government has launched a village asset management application called SIPADES. [7].

The directorate general of village government development, ministry of home affairs, has launched the village Asset Management Information System (SIPADES) application. This application is an official platform developed by the Directorate of Financial and Asset Facilitation for Village Government under the directorate general of village government development, ministry of home Affairs. SIPADES is designed for use by all village governments as a tool for managing, recording, and inventorying village assets in accordance with applicable regulations. SIPADES 2.0 functions as an administrative and data collection system for village-owned assets. The application was developed using web-based technology, enabling more accurate presentation of data and information regarding village assets. [8].

The creation of the Village Asset Management System (SIPADES) application is regulated in Law Number 6 of 2014 concerning Villages, which aims to increase transparency and accountability in village asset management. SIPADES is an application made to assist the village government in managing assets owned by the village, thereby facilitating the administration and inventory of village assets.

The Village Asset Management System (SIPADES) is an application for recording the administration of village assets in accordance with the Regulation of the Minister of Home Affairs 1 of 2016. This application was created in 2016, then updated in 2017, and launched in 2018 to facilitate flexible and transparent management of village assets. The main menu in the SIPADES application is the file menu, inventory of goods, reports, and documents.

The SIPADES application was created to simplify the process of managing village assets, including recording and inventory, which was previously done manually. With this application, the village government can conduct asset inventory more flexibly and transparently. This application helps in terms of ordering asset ownership in accordance with applicable regulations, thereby reducing the risk of losing village assets [9].

Since 2022, Sidoarjo Regency has implemented the SIPADES (Village Asset Management System) application as an effort to improve efficiency and transparency in

village asset management. This implementation is based on Sidoarjo Regent Regulation No. 5 of 2023, which states that to support the smooth management of village assets, village governments are required to input village assets using the village asset management system application. With SIPADES, it is hoped that the process of recording and managing village assets will become easier, as previously it was often done manually and irregularly, resulting in many assets not being properly inventoried.[10].

At its inception, the Village Asset Management System (SIPADES) application has undergone two developments. The first version, SIPADES 1.0, is a desktop-based (offline) application that can be used without the need for an internet connection or browser, simply by installing it on a computer or laptop. Furthermore, SIPADES was developed into a web-based version 2.0, so its use requires an internet connection and access through a browser. Although there are differences in features between the two versions, the main principle remains the same, namely to manage village assets with more complete features, including a village asset management system according to the guidelines that have been set. The development of the SIPADES application aims to simplify village asset governance, regulate asset ownership in accordance with regulations to reduce the risk of loss, optimize the use of assets for the government and village communities, assist the Village Head in the preparation of village asset reports, and facilitate the asset management process according to applicable guidelines [11]. The following is the website appearance of the SIPADES application version 2.0:



Figure 1. Village Asset Management System Application (SIPADES) Display

Source: Sumokali Village Government 2025

Based on the information in the image above, the sipades application can be accessed by anyone by entering the user and password. This application has 14 data collection activities ranging from creation and supervision.

One of the villages in Sidoarjo that has implemented the village asset management application (SIPADES) is Sumokali Village. Sumokali Village is one of the villages in Candi Subdistrict with moderate income. This is confirmed by the village revenue and

expenditure budget report (APBDes). To manage the village assets owned by Sumokali Village. Since 2022, Sumokali Village has been using the SIPADES application to manage village assets through the Village Secretary and General Affairs Officer, who are responsible as operators for inputting village asset management data into the SIPADES application. The following is the data on the recapitulation of Sumokali village asset reports in 2022-2025:

Table 1. Recapitulation of Village Asset Report Data in 2022-2025

Year	The Importance of Village Assets	Village Assets Input in the Sipades Application	Village Assets Have Not Been Input in the Sipades Application
2022	29	0	29
2023	39	0	39
2024	41	0	41
*2025	50	0	50

Source: Sumokali Village Government 2025

Based on the table above, it is explained the number of assets owned by Sumokali Village. This can be seen from the assets owned by Sumokali Village as many as 29 assets, in 2023 as many as 39 assets, in 2024 as many as 41 assets and in 2025 as many as 50 assets but these assets have not been input into the SIPADES application because the application often makes errors.

Based on the results of observations made by the author, the SIPADES application in Sumokali village has not run optimally because it faces several obstacles. First, the available human resources are still inadequate, especially in understanding and operating the village asset management system, where village operators only input data up to the procurement stage so that the implementation is not yet effective. In addition, limited facilities and infrastructure are also obstacles, such as incomplete village inventory books so that some assets have not been recorded, which causes the process of entering SIPADES data to be long. Second, there is no further socialization from the Sidoarjo Regional Government so that there is a lack of understanding of the device, the village apparatus is only introduced to the application and is taught the process of planning and asset procurement, even though the management of village assets includes other stages such as use, utilization, maintenance, removal, transfer, administration, reporting, and supervision. Third, the SIPADES application also often experiences technical glitches during working hours due to the large number of users accessing at the same time, so operators have to input data at night, which certainly interferes with their work effectiveness.

There have been several previous studies discussing village asset management. The first is in the previous research that has discussed the Village Asset Management

System (SIPADES) by Irma Safitri (2024) with the title "Implementation of the Village Asset Management System (SIPADES) in Bengkalis District" The results of research using qualitative descriptive methods show that several villages in Bengkalis Regency have successfully implemented SIPADES effectively. Although most managers at the village level only have a high school education, they are able to operate SIPADES well thanks to ongoing training. Data was collected through a process of information filtering, data presentation, and conclusion drawing [12].

Second, the research conducted by Dela Prayitno (2021) with the title "Analysis of the Application of the Village Asset Management System (SIPADES) to Village Inventory" This study uses a qualitative descriptive method. The data used comes from primary and secondary sources, obtained through interviews, observation, and documentation. The results of the study in six villages show that two villages have successfully implemented a village asset management system through the SIPADES application, while the other four villages still face various obstacles and have not maximized the use of the system [13].

Third, in this study conducted by Aprillia Hartiningtyas (2024) with the title "Implementation of E-government Through the Application of the Village Asset Management System (SIPADES) in Dukusari Village, Jabon District, Sidoarjo Regency" This study uses a qualitative descriptive method by collecting data through interviews, observations, and documentation. The results of this study include information gathering, data reduction, presentation of results, and drawing conclusions. The findings of the study indicate that the organizational indicators established in Dukuhsari Village have been implemented, and the village has also provided supporting facilities to facilitate the implementation of the village asset management system application. However, the implementation of this system still faces challenges related to limitations in human resource capacity [14].

Based on the explanation that has been described above, it shows that there are still obstacles that cause the management of village assets to not be said to be optimal, this is because available human resources are still inadequate for the operation of the SIPADES application so that Village asset reporting is not running optimally. Therefore, the researcher will analyze and describe concretely about village asset management using the theory according to (Charles O Jones), namely: Organization, Interpretation, Application [15].

RESEARCH METHOD

The research in this article uses a qualitative method with a descriptive analysis approach, aiming to collect data and describe information and various issues in depth through field observations and information provided by respondents regarding Village Asset Management in Sumokali Village, Candi District, Sidoarjo Regency. This research was conducted in Sumokali Village, Candi Subdistrict, Sidoarjo Regency. In this study, the author applied the purposive sampling method, which involves selecting research

participants for specific purposes, by collecting information from as many sources as possible and taking data that forms the basis of the research. The informants involved in this study included the village head and the administrative and general affairs officers. Data collection was carried out through observation, interviews, and documentation. This study utilized primary and secondary data sources. Primary data sources were obtained from observation, interviews, and documentation, while secondary data sources were obtained from journal literature, scientific articles, documents, and mass media. The focus of this study is the implementation of e-government in village asset management through the Village Asset Management System (SIPADES) in Sumokali Village, Candi District, which will be measured using Charles O. Jones' (2002:199) implementation theory, which includes organization, interpretation, and application. For data analysis, the researcher uses the analysis model proposed by Miles and Huberman (1994:12), which includes data collection, data reduction, data presentation, and drawing conclusions [16].

RESULTS AND DISCUSSION

Results

The sipades application is a village asset management system, which is an application made by the Ministry of Home Affairs (Kemendagri) with the intention of facilitating the management of village assets that are open and accountable, reducing village tasks in asset management, and avoiding the loss of village assets. The sipades application can be accessed through [the https://sipades-binapemdes.kemendagri.go.id website page](https://sipades-binapemdes.kemendagri.go.id). The SIPADES application has 14 stages of recording which covers all village asset management procedures. Each stage has been equipped with a special code according to the guidelines for coding village assets, so that recording is carried out in a structured manner. This step aims to facilitate the arrangement of village assets while increasing accountability and transparency in their management. One of the villages in Sidoarjo that implements the Village Asset Management System (SIPADES) application is Sumokali Village.

The Sumokali Village Government has started implementing the SIPADES application since 2022 with the aim of increasing efficiency, accountability, and transparency in village asset management. This initiative is carried out to ensure that all village wealth can be managed optimally and well organized. In this case, the author chooses the implementation theory according to Charles O. Jones to see the extent to which Sumocek Village, Candi District, Sidoarjo Regency implements the application of the Village Asset Management System (SIPADES). According to Charles O. Jones, policy implementation has three variables in the form of organization, interpretation, and application. The implementation is described as follows:

1. Organization

The first point that affects the outcome of the implementation of a policy according to Charles O. Jones is the organization in showing the institutions, units, and methods

needed to achieve the goals stated in the policy (Abidin, 2002:19). In the organization itself, there is a dimension of discussion in the theory of implementation that implements it, such as the bureaucratic structure that is related to the organizational structure. The organizational structure itself is an order of the employee's work system in carrying out structured duties or duties, fields, and responsibilities. Every organization must have a clear organizational structure, this is intended to help organizations arrange each of its members in filling each other's tasks and functions so that the organization can run ideally.

In the implementation of the SIPADES application in Sumokali village, an organization has been formed consisting of a number of parties responsible for the implementation process. This organization includes all elements involved, including the Head of Administration and General Affairs who act as the operator of the SIPADES application. The establishment of this structure aims to ensure that the implementation of the application can run optimally. This is also evidenced from the image below:



Figure 2. Village Structure of Sumokali Village Government
Source: Sumokali Village Government, 2025

In the image above, it can be concluded that the organizational structure in Sumokali village is formed in accordance with the authority and duties of each party. The existence of an organizational structure is very important for the implementation of the SIPADES application, because with an organized structure, each organization can receive clear instructions regarding its duties and functions. Thus, members of the organization can produce superior human resources.

This is also strengthened from the results of the interview according to Mr. Subianto, S.P., as the Head of Sumokali Village that:

"So far, in organizing the village structure, it has been well organized, such as being responsible for the jobdesk that has been determined, for example, the village secretariat has an

administrative and coordinating role in supporting the village head". (Interview, January 9, 2025)

Based on the above explanation, it can be concluded that the organizational indicators in the implementation of the SIPADES application in Sumokali Village are relatively good, as the organizational structure in the village is well organized. However, on the other hand, the organizational dimension still faces obstacles, namely the limited expertise of SIPADES application operators in Sumokali village because there has been no further socialization from the Community Empowerment Office and the village of Sidoarjo Regency and the Candi District Government so that operators are only able to import data on village asset management up to the procurement stage. In addition, the contents of the Sumokali village inventory book are incomplete and often undergo maintenance. In this problem, it is not in harmony with the implementation theory according to Charles O. Jones (Abidin 2002) who explained that the policy of implementing e-government does not run optimally if it does not pay attention to the organization so that it will interfere with the implementation of the SIPADES application. Therefore, the implementation of the SIPADES application must pay attention to the organizational dimension so that the implementation of the SIPADES application in Sumokali village runs optimally. If juxtaposed with previous research conducted by Annas Dwi Rahayu, et al. In 2021 with the title "Effectiveness of Information Systems in Purwogondo Village, Boja District, Kendal Regency, the same finding was found where human resources still do not fully have the ability to manage the village information system and there are no regulations regarding the jobdesk from each village information system management team.

2. Interpretation

In addition to organization, another dimension that needs to be considered in the implementation of SIPADES is interpretation. Interpretation is an important indicator in the application of SIPADES, as it can affect the effectiveness of its implementation. A policy will not achieve its objectives if there are differences in interpretation between the policy implementers and the policy targets. Therefore, implementers must clearly understand what they are doing. If the policy wants to implement the policy well, the implementation instructions not only need to be approved but also need to be clearly understood, this was conveyed by Charles O. Jones by quoting George C. Edward's statement. According to Saefullah (2007:46), the main key to successful implementation is understanding among all parties involved and a full acceptance of awareness. Therefore, policy implementers need to interpret the substance of the policy so that the interpretation remains in accordance with the applicable policy.

Regarding interpretation, what needs to be considered is whether the implementer of asset management on the SIPADES application in Sumokali village, Candi District, Sidoarjo Regency runs effectively where there is a clear understanding of the duties of the SIPADES application operator. This aspect is very important and must be carried out through good communication and consistency in the implementation of the SIPADES

application in Sumokali village. Although Sumokali Village does not have a policy regarding the SIPADES application, the Sidoarjo Regency Government issued Regent Regulation Number 98 of 2022. This regulation aims to provide clarity to SIPADES application operators, so that SIPADES application operators in Sumokali village understand their duties well. This was emphasized in an interview with Mr. Subianto, S.P as the head of Sumokali village as follows:

"Yes, here, the task is clear, because indeed the SIPADES operator has been officially appointed. Thus, the TU and General Managers already know the implementation instructions and how the use of the system is carried out. This is well regulated, so that the responsibility of the SIPADES operator is in accordance with the work that has been set". (Interview, January 9, 2025)

The results of another interview with Mr. Abdul Gofur as the Attorney General and General, stated that:

"The SIPADES application operator is clear in accordance with the Perbup. Yes, when it comes to understanding the duties of self-taught learning operators from friend to friend from word of mouth, there is no one who bears the burden from the sub-district itself, nor does it provide socialization or training to SIPADES operators". (Interview, January 9, 2025)

Based on the results of this interview, it can be concluded that the SIPADES application operator in Sumokali village understands what their responsibilities are. This is very important because it is to ensure that SIPADES application operators in Sumokali village carry out their responsibilities optimally. However, the SIPADES application operator in Sumokali village still lacks a clear understanding of his duties because the operator is self-taught even though the clarity of the task can help the SIPADES operator in Sumokali village know the steps that must be taken. Based on the results of the interview, it can be seen that the implementation of socialization has not been optimal because there has been no further socialization from the empowerment and village office of Sidoarjo regency and the temple sub-district government so that there is a lack of ability operators in operating the SIPADES application in the village because at the time of socialization the SIPADES operator of Sumokali village was simply taught a series of village asset management activities to the stage of management and could not open the SIPADES application during the socialization. With obstacles in socialization and the lack of further socialization, the SIPADES application operator in Sumokali village has not fully understood the SIPADES application. This is not in accordance with the opinion of Charles O. Jones. Charles O. Jones (1994:320) said that a policy can be understood clearly, one of the ways taken is to hold policy socialization so that the policy can be implemented by policy actors and objects. If juxtaposed with previous research conducted by Nugraha, et al. in 2022 with the title "Implementation of the Village Asset Management System Policy in Realizing Good Governance in Pekalongan Regency". The same results were found, showing that Proto Village and Jrembeng Kembang Village did not receive socialization regarding the use of SIPADES.

3. Application

Application or can also be referred to as work implementation, which is a certain dynamic procedure where the implementers are directed in accordance with the program guidelines with work procedures. A policy will be achieved if it can be practiced, if it cannot be practiced, it will be useless. Therefore, Charles O. Jones (1994:320) revealed that constant determination in service in order to obtain the substance of the program. Agreeing with the opinion of Abidin (2002:199) stated that the success of policy implementation is in the form of methods taken in the implementation of policies seen from a procedural approach.

The application dimension is expected to be able to implement policies routinely and there is an operational strand to achieve policy goals, in this case policy implementation is a dynamic process that links implementers and officers in accordance with policy guidelines so that it requires work procedures. According to Charles O. Jones in Tangkilisan (2002:23) explained that the purpose of program actualization here is a requirement in the form of implementation instructions and technicalities have been implemented in accordance with the provisions, to carry out this requires a detailed work mechanism so as to accommodate the program executor to carry out his duties. Work procedures are compiled from Standard Operating Procedures or abbreviated as SOPs to ensure that every operational trip is carried out constantly in accordance with the mechanism that has been decided.

The SOP mechanism is made of course based on a planning mechanism that has a flexible, easy-to-understand, and has great authority over the implementation of the SIPADES application in Sumokali village in order to harmonize the purpose of the application. The SOP for the SIPADES application in Sumokali village is guided by the SIPADES 2.0 training questions given in the Candi District. The following is a table of SIPADES SOPs in Sumokali village:

Table 3. Standard Operating Procedures (SOP) for SIPADES application in Sumokal villagei

Sipades 2.0 Training Questions

Device And User Data

No	Name	Position	Information
1	Subiyanto, S.P	Village head	
2	Fendik Siswanto	Village Secretariat	
3	Abdul Ghofur	Head of T.U. and General Affairs	Village Asset Officer/Manager
4	Nur Fitria	Head of Financial Affairs	
5	Nova Hermanto	Head of Planning Affairs	
6	Khofifah	Head of Government Section	
7	Moh. Fikri Haikal	Head of Welfare Section	
8	Yoyok Tri Yulianto	Head of Service Section	
9	Black	Head of Sumokali Hamlet	

No	Name	Position	Information
10	-	Head of Nyamplung Hamlet	

Source: Sumokali Village Government, 2025

Based on the picture above, it can be explained that the SIPADES application has an SOP that refers to the practice questions provided by the temple district. However, operators cannot fully follow the SIPADES application mechanism. The matter was stated by Mr. Abdul Gofur as the Kaur Kaur T.U and General as follows:

"The SOP is mas, the SOP itself is about the procedures for using the SIPADES application. The SOP for this application is in the form of SIPADES training questions given by the temple district. The work procedure starts from importing village assets into the SIPADES application based on the defense of inventory goods. If there is a shopping for village inventory goods, he starts working. If there is a purchase of inventory goods, the T.U and General Managers enter the data on the purchase of inventory goods in accordance with the training questions given by the temple district. To enter the data, Kaur T.U and the General work together with the Head of Government who coordinates expenditure or expenditure on assets, while for village asset planning, Kaur T.U and General work together with me and the planning department to fill in the village asset planning. In the implementation of work procedures, the T.U and General Staff cannot follow the entire SOP because the Deputy U and General only understand the SOP until the procurement stage". (Interview, January 9, 2025)

Although there are training questions and SOPs related to the procedures for using the SIPADES application, there are still obstacles related to applications that often undergo maintenance or errors, this can be proven from the results of the interview conducted by Mr. Abdul Gofur as Kaur T.U and General as follows:

"When we operate the Sipades application, sometimes there are still interruptions such as maintenance or errors, like sometimes the application comes out on its own, then lags, and even though it informs from the center, it is still the same without any changes." (Interview, January 9, 2025)

Discussion

Based on the interview above, it can be concluded that the application indicator has run well such as there is training and also SOPs for operating the sipades application. However, there are still obstacles found in this application, namely related to applications that often error, such as not being able to open the application, applications that suddenly come out on their own then lag occurs during the operation process then this is also not in accordance with the implementation theory according to Charles O. Jones In the application indicator where the implementation of work is a certain dynamic procedure where the implementers are directed in accordance with the program guidelines with work procedures. When juxtaposed with previous research conducted by Dela Prayitno, in 2021 with the title "Analysis of the application of SIPADES to Village Inventory" the same results were found, namely related to the frequent errors of applications and the lack of training from the government.

CONCLUSION

Fundamental Finding : This study found that the implementation of e-government through the SIPADES application in Sumokali Village has not been running optimally. Although the organizational structure has been well established and SOPs are available, limited human resources, lack of technical understanding by operators, and technical glitches in applications are still major obstacles. According to Charles O. Jones, three indicators of policy implementation (organization, interpretation, and application) show that although implementation efforts have been made, the utilization of SIPADES has not been maximized, as can be seen from the absence of assets that have been successfully inputted during the 2022–2025 period. **Implication :** These findings show the importance of strengthening the capacity of village apparatus as well as the sustainability of technical support and socialization from relevant agencies in the implementation of information technology at the village level. The SIPADES application as part of e-government has great potential in supporting the transparency and efficiency of village asset management, but without adequate training and assistance, these benefits cannot be fully realized. **Limitation :** This study has limitations in the qualitative descriptive approach with the purposive sampling technique, which only involves certain informants from elements of the village government. Therefore, generalization of results to other villages with different social, economic, and technological characteristics needs to be done carefully. In addition, this research focuses on technical implementation aspects and has not explored in depth the impact aspects on the quality of public services or the improvement of community welfare. **Future Research :** Future research is expected to expand the scope of the study location to obtain a more comprehensive picture of the implementation of SIPADES in various regions. In addition, further research can explore SIPADES with other village information systems and measure its direct impact on increasing income and efficiency of public services at the village level. In-depth studies of HR training strategies and digital capacity building are also important topics for the development of more sustainable e-government policies in Indonesian villages.

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