

Implementation of the E-Buddy Sidoarjo Application in Digital-Based Official Letter Management in Keboguyang Village, Jabon District

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ABSTRACT

Objective: This study aims to analyze the implementation of the E-Buddy application in digital official letter management in Keboguyang Village, Jabon District, with a focus on its effectiveness, encountered obstacles, and the role of village officials. **Method:** A qualitative descriptive approach was employed, with data collected through interviews, observations, and document analysis. The research applied George C. Edward III's policy implementation theory—covering communication, resources, disposition, and bureaucratic structure—and utilized Miles & Huberman's model for data analysis, including data reduction, presentation, and conclusion drawing. **Results:** Findings indicate that the E-Buddy application has positively influenced administrative efficiency by accelerating processes, enhancing organization, and promoting transparency. Training programs significantly improved officials' technical understanding, while the application facilitated smoother and more structured administrative workflows. **Novelty:** A unique contribution of this study lies in the participatory knowledge dissemination observed, where village officials proactively shared insights from technical guidance with peers, independent of formal training. This grassroots initiative highlights an overlooked dimension of community-driven capacity building in digital governance, offering valuable insights for broader e-government implementation in rural contexts.

INTRODUCTION

Indonesia has a large population, and in the current era, public services have become very important in the process of development and in fulfilling the needs and rights of Indonesian citizens. The Indonesian people need public services that are responsive, fast, and easily accessible, so that they feel satisfied with the services provided by local government agencies or organizations [1]. Efforts to improve public services must continue to be made in order to meet the expectations of the community and encourage active participation in development.

The rapid development of information technology in the era of globalization has affected various aspects of life. This is inseparable from its role in creating, storing, transmitting, and disseminating information. The use of electronic devices such as televisions, computers, and mobile phones has further increased the public's need for information technology [2]. Technological developments can bring about social change in society. Such social change has a positive impact by improving the welfare of the wider community [3]. Technological developments have also had a significant impact on various aspects of government, especially in public administration.

Public administration is a well-organized and coordinated process aimed at managing government activities in the exercise of political power and in decision-making

related to government policy [4]. Public administration refers to a series of activities and processes carried out by the government or public institutions in managing resources, formulating policies, and providing services to the community. In public administration, the key principles underlying good practice are transparency, accountability, and public participation [5]. In this context, information technology plays a very important role in improving the efficiency and transparency of public administration.

Administrative activities within the scope of government are an important necessity. Administration includes tasks related to the management of documents and information needed to ensure the smooth operation of an organization [6]. Administration not only covers the recording and storage of documents, but also involves the organization, filing, and distribution of relevant information. This aims to enable every part of the organization to operate more efficiently. With good administration, decision-making can be carried out more quickly and accurately, coordination between departments improves, and compliance with existing regulations and policies can be ensured.

Administration is part of the overall administrative process and plays an important supporting role in achieving organizational efficiency and effectiveness. Administration is one of the elements of administration that plays a role in implementing cooperation to support administrative services. These activities include the storage, delivery, and recording of various important letters/documents managed by the administration department [7]. Good administration will ensure the availability of accurate information at the right time, thereby supporting more accurate and effective decision-making.

Correspondence within the government is an important aspect of public administration that serves as a means of official communication. This process includes the management of incoming and outgoing mail, which must be carried out systematically to ensure efficiency and accountability. Effective mail management can improve document security and facilitate mail tracking. This contributes to reducing recording errors and preventing the loss of important documents. In this context, letters have a role that goes beyond mere communication tools; they also serve as valid evidence in the decision-making process [8]. The letter-writing process in the government environment begins with writing letters that must follow the official format and include clear and detailed information. The stages of incoming letter management include receiving, sorting, recording, directing, and storing. This process is very important in maintaining the flow of information within government organizations, so that it remains organized and transparent [9].

The use of information and communication technology in government administration systems is a necessity and must be utilized. In the era of the 4.0 industrial revolution, it is hoped that the government can adopt information and communication technology (ICT) through the implementation of an e-Government system. This system aims to accelerate administrative processes, improve efficiency, and expand the reach of

public services [10]. Government administration can be understood as the process of making decisions and carrying out actions by government agencies or officials. This definition is confirmed in Article 1 paragraph (1) of Law Number 30 of 2014 concerning Government Administration, which emphasizes the importance of administration as an instrument to ensure good and effective governance [11]. Digital transformation in the government administration system is a strategic step to improve effectiveness and transparency in public services. We can take advantage of information and communication technology. The use of this technology aims to improve the way public services are delivered, allowing the government to optimize bureaucratic processes that were previously manual to become faster and more accurate. This application not only makes it easier for the public to obtain services, but also strengthens transparency and oversight mechanisms.

Presidential Regulation of the Republic of Indonesia Number 95 of 2018 concerning the Electronic-Based Government System (SPBE) serves as the legal basis for the implementation of digital transformation in Indonesia. Through SPBE, the government is committed to integrating various information systems and applications that support public services. This creates a more connected ecosystem that is responsive to the needs of the community and encourages innovation in service delivery [12]. The implementation of the Electronic-Based Government System (SPBE) involves a number of domains, including government activities, technology and information, and public services. SPBE focuses on providing integrated data centers and government information security. SPBE also encourages collaboration between government agencies to achieve common goals in providing better public services.

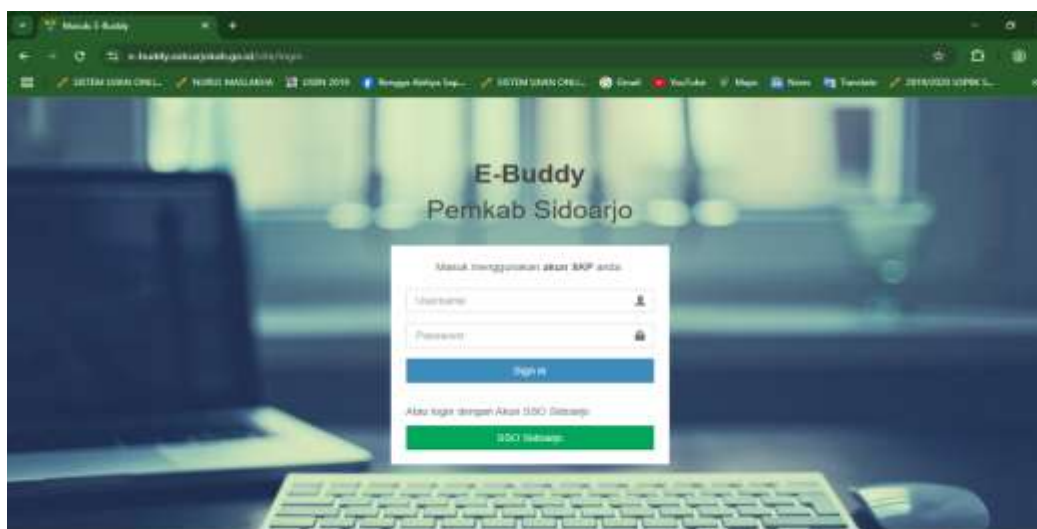


Figure 1. E-Buddy Website Login Page

Source: <https://e-buddy.sidoarjokab.go.id/>

In Sidoarjo Regency, efforts to digitize village administration have been realized through the implementation of the E-Buddy application. This application is designed to

help village governments manage official correspondence in a more systematic and efficient manner. In this context, the correspondence management application serves not only as a tool, but also as an effective solution to speed up administrative processes that often consume time and energy [13]. The E-Buddy application plays an important role in records management, especially in managing incoming letters from certain agencies. With this application, external parties can send letters without having to physically come to the office, thereby creating effectiveness and efficiency in the letter management process [14]. The E-Buddy application is expected to enable faster and more accurate official letter management, as well as minimize the potential for administrative errors. Systematic archiving not only facilitates document retrieval but also plays an important role in improving the accountability of government agencies. In this context, the use of information technology can simplify the process of archiving and retrieving documents [15]. Well-organized correspondence management is very important to improve government performance to be more optimal and able to respond to community needs quickly and appropriately.

This application not only provides solutions for managing official correspondence, but also covers various aspects ranging from attendance, activities, meetings, to correspondence related to the Regional Government. E-Buddy facilitates the integration of information in a single dashboard, so that other agencies can easily view activities and events transparently. The incoming and outgoing letter features are equipped with details of each letter and a clear status update. This application refers to the provisions listed in Sidoarjo Regent Regulation Number 30 of 2020 concerning the procedures for managing official documents electronically [16].

Table 1. Summary of Official Letters Sent Through the Keboguyang Government E-Buddy Account

No	Year	Incoming mail	Outgoing mail	Disposition by Kaur TU
1	2021	207	72	207
2	2022	302	147	302
3	2023	352	248	352
4	2024	396	220	392
5	2025	89	39	89
Total		1346	726	1342

Source: Keboguyang Village Government, March 26, 2025

Keboguyang Village, located in Jabon District, has begun implementing E-Buddy in the management of its official correspondence. The table above provides guidance on the management of official correspondence through the E-Buddy account at the Keboguyang Village Government from 2021 to 2025. The data presented includes the number of incoming letters, outgoing letters, and dispositions carried out by the Administrative Assistant. In 2021, there were 207 incoming letters and 72 outgoing

letters, all of which were successfully processed and disposed of by the Administrative Assistant. Interestingly, in 2022 and subsequent years, there was a significant increase in the number of incoming letters. In 2022, the number of incoming letters reached 302, while outgoing letters increased to 147. The year 2023 was the best year with 352 incoming letters and 248 outgoing letters. The success in managing letters shows that the E-Buddy system has proven to be effective in increasing the efficiency and transparency of official letter management in the village. Then, as of March 26, 2025, there have been 89 incoming letters and 39 outgoing letters. This indicates that the process of managing official letters is clearly and neatly organized. The management of official letters in Keboguyang Village shows variation, with an upward trend. This situation can be an important consideration in efforts to improve service quality and optimize the existing system, so that the management of official letters becomes more effective in the future.

Previous research was conducted by Muhammad Faradian Dzulfa in 2024 entitled *The Effectiveness of Using E-Buddy in Correspondence at the Sidoarjo Regency DPRD Secretariat* [2]. It used qualitative methods with data collection techniques through observation, interviews, and documentation. The study concluded that digital transformation through the E-Buddy application has been effective in replacing conventional letter-writing methods with a more efficient digital format. This application has the main advantage of easy document access, anytime and anywhere the user is located. However, the study also highlighted the importance of optimizing certain features to ensure full utilization of digital technology.

A similar study conducted by Ayum Hanifah and Isnaini Rodiyah in 2024 entitled *Implementation of Electronic Official Document Management Through E-Buddy in Pangreh Village, Jabon District, Sidoarjo Regency* [17]. This study used a descriptive qualitative approach. It concluded that there are still a number of challenges in using the E-Buddy application. The main problems encountered are that the village head and village officials are not yet able to establish good communication, and there is limited socialization regarding the application, so that many employees find it difficult to understand how to use it optimally.

Riris Dwi Rahmawati and Ilmi Usrotin Choiriyah in their research entitled *Implementation of the E-Buddy Application in the Management of Official Letters in Village Government (Case Study of Tambak Kalisogo Village, Jabon District, Sidoarjo Regency)* [18]. It shows that even though there are efforts to improve administrative efficiency through technology, there are still various challenges that need to be overcome. This study produced several important conclusions, including Clarity of Information, Consistency of Implementation, Human Resources, Budget Support, Importance of SOPs and Training, Adaptability, and Responsiveness to e-government developments at the village level.

Previous research was also conducted by Mukhammad Ulil Albab and Isna Fitria Agustina, entitled *Implementation of Digital-Based Official Letter Management Through the E-Buddy Sidoarjo Application in Kedungrejo Village, Jabon District* [19]. It states that

the implementation of the E-Buddy Sidoarjo application has been carried out well, but there are still several shortcomings, such as the lack of activities that can support the delivery of information related to the E-Buddy Sidoarjo application, such as technical guidance and consistency in the use of the application in delivering official letter information because the delivery of information tends to utilize the WhatsApp group feature rather than the disposition feature available on the E-Buddy Sidoarjo application. The number of users of the E-Buddy Sidoarjo application is still only half of the total number of Kedungrejo village government officials who are able to use the E-Buddy Sidoarjo application properly. This affects the disposition indicator or the attitude of the implementers, which can make it difficult for the village head to forward information when receiving incoming letters. Meanwhile, although the equipment resources are adequate, there are still obstacles related to internet access.

Based on the author's observations in Keboguyang Village, there are many delays in filing letters, including errors in letter delivery and a lack of transparency in the administrative process. The purpose of this study is to determine and analyze how the E-Buddy application is implemented in Keboguyang Village. In this regard, the author is interested in conducting research entitled Implementation of the Sidoarjo E-Buddy Application in Digital-Based Official Letter Management in Keboguyang Village, Jabon District. The theory used in this study is George Edward III's policy implementation theory, which states that there are four elements that can determine the success or failure of policy implementation, namely: communication, resources, disposition, and bureaucratic structure.

RESEARCH METHOD

The approach method applied in the implementation of the E-Buddy Sidoarjo application in the management of digital-based official letters in Keboguyang Village, Jabon District, was a qualitative descriptive method. This study collected data through in-depth interviews with key informants such as the village head, application operators, and village officials, as well as direct observation. Data triangulation was carried out by comparing the results of interviews, field notes, and official documents to ensure the validity of the findings obtained [20]. This study applied the policy implementation theory proposed by George C. Edward III, which highlights four key variables: communication, resources, disposition, and bureaucratic structure. This approach was used to analyze the implementation of the E-Buddy Sidoarjo application in the management of digital-based official letters in Keboguyang Village, Jabon District. The data analysis process uses the Miles & Huberman interactive model, which consists of three main steps. First, the data is reduced by selecting information that is considered important and relevant. Second, the sorted data results are presented in the form of descriptions or narratives. Third, the researchers draw conclusions from the results of the presentation.

RESULTS AND DISCUSSION

Results

In determining how the E-Buddy Sidoarjo application is implemented in the management of digital-based official correspondence in Keboguyang Village, Jabon Subdistrict, the author uses the policy implementation theory proposed by George C. Edward III. This theory can be identified from the following aspects:

1. Communication

Communication is one of the rights that every person has to know and convey information to one another. This is reflected in Article 28F of the 1945 Constitution, which states that every individual has the right to communicate and access information necessary for their personal development and social environment. They also have the right to seek, obtain, possess, store, process, and convey information through various available channels [21]. Effective public communication requires the support of good public information management. This activity involves a series of processes and steps carried out by government agencies to collect, organize, and distribute information that is considered important so that it can be accessed by the public. In terms of communication, Cook and Hunsaker (2007) state that the purpose of communication is to improve coordination, share information, and fulfill social needs. Therefore, effective and efficient communication can support the achievement of organizational goals. Meanwhile, Abdul Wahab (2005) explains that policy communication is basically communication that takes place within the government, which can be interpreted as the delivery of messages, programs, and ideas from the government [22].



Figure 2. Technical Guidance on the *E-Buddy* Application in Sidoarjo Regency

Source: <https://www.youtube.com/live/OS1yoX2ZqGM?si=S4rzAgXxxaDMeKG3>

Figure 2 shows that technical guidance on the E-Buddy application from the Sidoarjo Regency Government has been implemented. The implementation of technical guidance plays a crucial role in conveying information, building understanding, and creating connections between the regency, sub-district, and village governments. The Sidoarjo Regency Government has conducted socialization and dissemination of

information by presenting systematic material on the objectives, benefits, and usage flow of the E-Buddy application. The training material was delivered directly and supported by written modules and practical simulations, which made it easier for participants to understand the application system.

The understanding of the Keboguyang Village Officials regarding the technical guidance on the implementation of E-Buddy that has been provided is quite effective. Based on an interview with Mrs. Meriza, Head of Administration & General Affairs, she explained that “It was effective because after I finished the technical guidance on the implementation of E-Buddy, I immediately informed my fellow village officials. In other words, I provided independent technical guidance so that they would also understand the E-Buddy application.”

This statement reflects a positive initiative and collaborative spirit in the process of implementing the E-Buddy application within the Keboguyang Village Government. After participating in formal technical guidance, the resource persons not only understood the material personally, but also took the initiative to disseminate this knowledge to their fellow village officials. This shows that the process of information delivery and training does not only depend on formal training, but can also be done through a participatory internal approach. This action demonstrates concern for the importance of equal understanding and skills in using the E-Buddy application. This approach is very effective, especially in the context of villages that may have limitations in the frequency of formal training or supporting resources. approach is very effective, especially in the context of villages that may have limitations in the frequency of formal training or supporting resources.



Figure 3. Invitation to Evaluate the Implementation of Official Documents
Source: Keboguyang Village Government

An evaluation of the implementation of digital official documents through the E-Buddy application shows significant progress in terms of village administration governance in Sidoarjo district. Through this digital system, the process of managing correspondence has become faster, more efficient, and well documented. The transformation from a manual to a digital system has not only accelerated the bureaucratic process, but also created a more structured and neatly documented work system. The use of the E-Buddy application directly supports transparency and minimizes the risk of losing physical documents, which has been one of the challenges in manual administration.

The Keboguyang Village Government feels that the E-Buddy application has helped them in terms of time efficiency. Based on an interview with Mr. Musa, the village head, he explained that “in terms of the mechanism of delivering letters, we are indeed helped in terms of speed. So physically, we don't have to deliver all forms of letters directly to the relevant agencies. But now, we can simply send letters using the E-Buddy application.”

Mr. Musa's statement shows that the E-Buddy application has had a positive impact on the mechanism for delivering official letters and a good understanding of the benefits of technology in village administration. With this application, the process of sending letters has become more efficient and faster, reducing the need for time-consuming physical delivery. This not only speeds up communication between villages and relevant agencies, but also improves the effectiveness of administrative management. By utilizing the E-Buddy application, it is hoped that it will strengthen openness and accountability in the management of official letters, while also providing users with easy access to information. This is in line with previous research conducted by Rizka Ramadhani entitled *E-Government Innovation in Improving the Quality of Public Service Administration: A Case Study of Local Government Innovation in Jember Regency* [23]. The study states that the process of implementing E-Government innovation begins with the local government's awareness of the importance of digital transformation in improving the quality of public services. The goal is to accelerate administrative processes and provide convenience in public services.

Then, research by Muhammad Faradian Dzulfa in 2024 entitled *The Effectiveness of Using E-Buddy in Correspondence at the Sidoarjo Regency DPRD Secretariat* states that the effectiveness of E-Buddy in Sidoarjo Regency is an important part of digital transformation in Sidoarjo Regency, replacing conventional letters with a more effective and efficient digital form. This advantage also adds value to its use, as users or employees of the Sidoarjo Regency DPRD Secretariat, particularly those in administration, do not need to work twice in the letter-writing process because all the necessary institutional procedures are already included in it [2].

2. Resources

The implementation of an effective policy is highly dependent on the availability of adequate resources. These resources cover various aspects, such as skilled labor,

sufficient funds, and supporting infrastructure. Although good communication between relevant parties can help in the implementation process, without the right resources, these efforts will be in vain [24]. It is important to ensure that all resource elements are available and ready to implement a policy innovation. Resources in the implementation of the E-Buddy application in Keboguyang Village are very important to ensure the success of this technological service innovation. The quality and quantity of experts are key indicators. These experts include software developers, system analysts, and other technical support personnel who have the expertise required for the application to be implemented.

In the implementation of the E-Buddy application in Keboguyang Village, Jabon District, Sidoarjo Regency, there is a clear division of authority between administrators and users. This division plays an important role in supporting the smooth management of digital official correspondence within the village government. Based on the results of an interview with Mr. Musa, the Village Head, he explained that *"In accordance with Sidoarjo Regent Regulation No. 98 of 2022, village officials have their respective responsibilities and duties. Therefore, not just anyone can be appointed as administrator or person in charge of the E-Buddy application."*

This statement shows that the management of the E-Buddy application at the village level has referred to a clear legal basis, namely Sidoarjo Regent Regulation No. 98 of 2022. This emphasizes that in the implementation of digital systems, such as E-Buddy, there should be no arbitrariness from the Keboguyang Village Government in appointing roles, especially as administrators or persons in charge of the application. The division of tasks and responsibilities among village officials based on regulations ensures that each personnel involved has the competence and authority appropriate to their structural position. This response also shows an awareness of the importance of professionalism and accuracy in running a digital-based government system. The selection of appropriate human resources for certain positions not only guarantees the technical success of the application but also maintains the credibility of the overall village administration.

Table 2. Users of the E-Buddy Application of the Keboguyang Village Government

No	Name	Position	Description	Education
1	Musa	Village Head	Users and Signatories	SMP
2	Supeno	Village Secretary	User	SMA
3	Deny Isnanz	Head of Government Affairs	User	S1
4	Suwandi IS	Finance Officer	User	S1
5	Ma'rufah	Planning Officer	User	SMA
6	Meriza P	Administrative & General Affairs	Users and Administrators	D3
7	Rusman	Head of Community Affairs	User	S1
8	Fatkhur R	Head of Hamlet	User	SMA

No	Name	Position	Description	Education
9	Akh Fanani	Head of Hamlet	User	SMA
10	Dias Ayu N	Head of Hamlet	User	D3

Source: Keboguyang Village Government, 2025

In Keboguyang Village, the implementation of the E-Buddy Application involved 10 individuals who played important roles in managing and using the application. Of all users, two had additional roles, namely the Village Head, who acted as both a user and signatory, and the Head of Administration and General Affairs, who acted as a user and system administrator. In terms of education, there are striking variations among the users. Musa is the only one with a junior high school education, while the other four users have a high school education. Five of them have bachelor's degrees, indicating a higher level of education, and the other two have associate's degrees.

The diversity in educational levels and positions reflects the strong potential for collaboration in the implementation of the E-Buddy Application, where each individual can contribute according to their capacity and responsibilities. The positions of the users consist of the Village Head, Village Secretary, Heads of Affairs (Kaur), Heads of Sections (Kasi), and Hamlet Heads. Each position has an important function in the village administration system, so their involvement in the use of E-Buddy is very strategic. The Village Head, as the signatory of digital documents, plays a role in authorizing letters, while the Head of Administration and General Affairs, as the administrator, ensures the smooth technical operation of the system. The implementation of the E-Buddy Application in Keboguyang Village has been supported by a complete organizational structure, a clear division of roles, and an adequate level of education. This is a positive indicator in supporting the successful digitization of official letter management in the village environment.

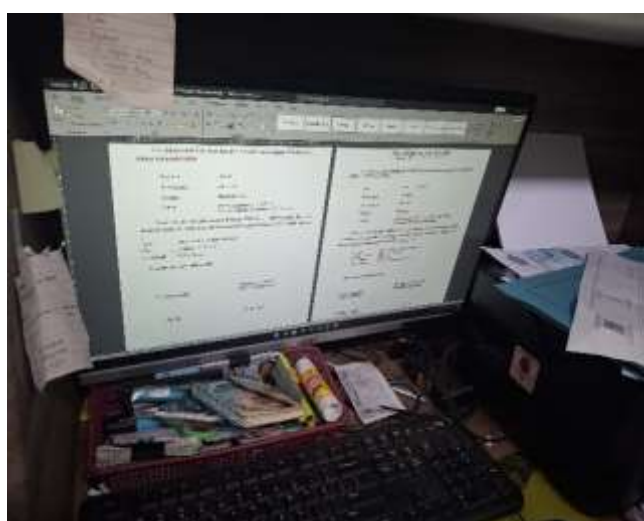


Figure 4. Facilities and Infrastructure
Source: Keboguyang Village Government

Resources are not only human resources, but also physical resources or infrastructure. Based on findings in the field, the implementation of the E-Buddy application in Keboguyang Village has several supporting facilities such as air conditioning, computers, CPUs, mice, keyboards, Wi-Fi/internet, and comfortable office space and desks. These findings indicate that the supporting facilities for running the E-Buddy application in Keboguyang Village are adequate and prove that the available infrastructure has supported the smooth implementation of the application. Previous research conducted by Khofifatul Ummah and Ilmi Usrotin Choiriyah in 2023, entitled "E-Government Implementation Through the Sidoarjo Regency Electronic Official Document (E-Buddy)" with a focus on the Kajeksan Village Government, Tulangan District, Sidoarjo Regency, shows that the Administrative Assistant is responsible for managing the E-Buddy accounts in Kajeksan Village. In addition, other village officials are also users of the application. In terms of equipment resources, this study noted that the implementation of the E-Buddy application involved various devices such as computers, keyboards, mice, CPUs, and printers [25].

3. Disposition

Disposition related to administrative services in applications is related to methods of managing and transferring data or documents in administrative systems, which are aimed at improving efficiency and effectiveness in the process. These arrangements allow users to quickly and regularly access and process documents [26]. Disposition is a crucial step in the process of delivering information through letters. If there is an error in the disposition of a letter or if a letter is missed, this can have a negative impact on the organization in terms of utilizing available opportunities. Disposition can also be interpreted as the attitude of employees/OPDs in responding to the administrative service process.

In line with the results of an interview with Mr. Supeno, the village secretary, he stated that "yes, it is very helpful, because with the E-Buddy application, all administrative documents in the village are neatly organized. So digital traces can be easily searched and read. In the past, we only used physical archives." Mrs. Meriza, Head of Administration and General Affairs, also said, "I am very enthusiastic and helped by this application, because in the past, several times when letters from the sub-district or health center, related agencies used manual and automatic methods, people from the sub-district or health center, related agencies came here. But now, with E-buddy, they don't need to come here anymore, so it's more efficient. It saves time and energy."

This statement shows the positive enthusiasm of E-Buddy app users in the Keboguyang Village Administration, and it is clear that the E-Buddy app has had a very positive impact on administrative management at the village level. Informants said that all documents are now neatly organized thanks to the integrated digital system. Previously, village administration relied solely on physical archives, which had various limitations, such as the risk of damage, loss, and difficulty in searching for specific documents. However, with E-Buddy, all digital archives can be searched quickly and

easily. The digital traces of each administrative process are clearly recorded, from the creation to the distribution of letters or documents, which ultimately supports increased transparency and accountability in the village administration.

The presence of E-Buddy has also encouraged an increase in the professionalism of village officials in carrying out their duties. The process of providing administrative services to the community has become more efficient because the necessary documents can be accessed more quickly. This situation has certainly led to an increase in public trust in the services provided by the village government. Furthermore, this statement also reflects support for the digital transformation efforts initiated by the local government. The implementation of E-Buddy is a concrete example of e-Government at the village level, and from the results of this interview, it appears that village officials are able to adapt well to these changes, while also demonstrating the village's readiness to manage administration in a more modern and effective manner.

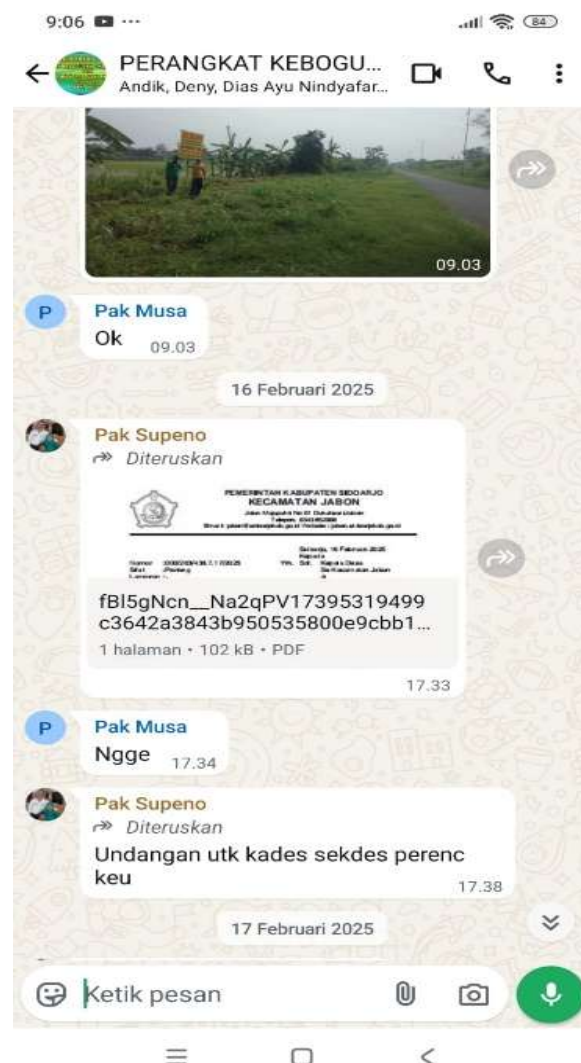


Figure 5. WhatsApp chat conveying official letters in the Keboguyang Village Government

Source: Keboguyang Village Government, 2025

The involvement of all village officials is very important in supporting the smooth running of the correspondence process in the E-Buddy application. Figure 3 illustrates that the delivery of letters in Keboguyang Village is sometimes forwarded through a group on the WhatsApp application. Mrs. Meriza, Head of Administration and General Affairs, stated that “the shortcoming of the E-Buddy implementation in Keboguyang Village is that sometimes some officials do not always see the disposition of letters that have been distributed on the E-Buddy application. So, I forward the disposition of the letters to the officials' WhatsApp group.” This statement reveals that one of the shortcomings in the implementation of the E-Buddy application in Keboguyang Village is the lack of attention from some village officials in opening and following up on letters that have been distributed through the application. As a result, those responsible for administration must resend the letters through the village officials' WhatsApp group so that they can still be received and followed up on. This situation indicates that the E-Buddy system, which is supposed to be the primary tool for digital administration management and communication, has not been fully utilized by all users.

This problem indicates the existence of non-technical obstacles in the implementation process, particularly related to the discipline of village officials. Some of them are still accustomed to the old communication patterns, so they are not used to opening the application regularly. This certainly has an impact on the effectiveness of the system that has been built, because it actually adds to the administrative workload through the duplication of information. This is in line with research conducted by Mukhammad Ulil Albab and Isna Fitria Agustina entitled Implementation of Digital-Based Official Letter Management Through the E-Buddy Sidoarjo Application in Kedungrejo Village, Jabon District. It states that in terms of letter disposition, the disposition feature in the E-Buddy Sidoarjo application is not and has not been used properly by the Kedungrejo village government in managing incoming letters. Instead, the incoming letter disposition system is carried out through a WhatsApp group [27].

4. Bureaucratic Structure

The bureaucratic structure in the aspect of application-based correspondence plays a major role in improving performance quality and transparency in administrative processes. The bureaucratic structure is also a hierarchical arrangement within organizations in government agencies or companies, which includes various levels of office or position [28]. With a clear and structured bureaucratic structure, workflows can run more smoothly, and the rights and obligations of each person are clearly defined. In today's digital era, applications for administrative services facilitate more efficient and accurate correspondence management, thereby reducing the possibility of human error and speeding up decision-making. By utilizing information technology, we can measure and assess factors such as response speed, data accuracy, and ease of access to information, thereby improving the quality of public services and user satisfaction.

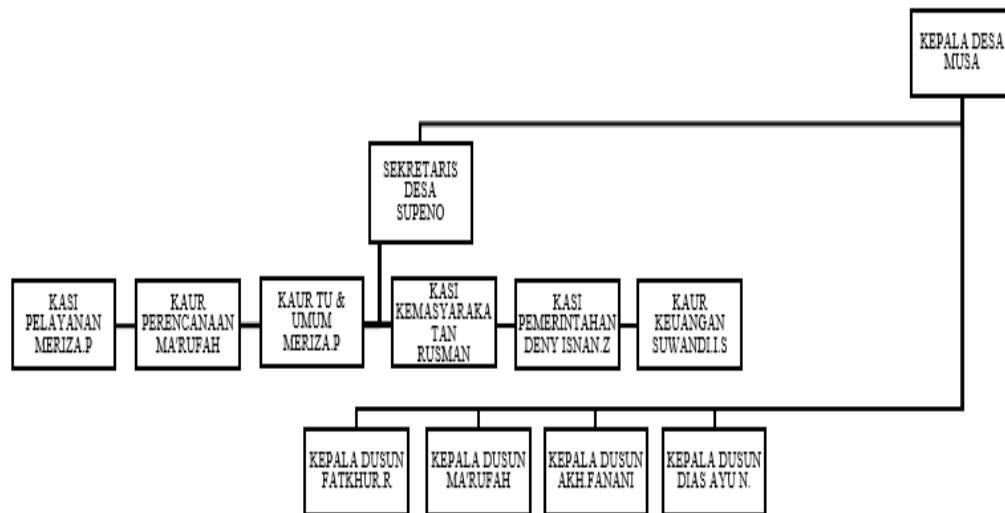


Figure 6. Organizational Structure of the Keboguyang Village Government

Source: Keboguyang Village Government, 2025

The bureaucratic structure at the village level should ideally follow the provisions set out in Permendagri No. 84 of 2015 concerning the Organizational Structure and Work Procedures of Village Governments, which explains that village officials consist of the village secretary, heads of affairs (kaur), heads of sections (kasi), and hamlet heads. Each of these positions has different duties and functions, with the aim of creating an efficient, structured, and accountable work system[29]. However, in practice, there are certain conditions where one village official holds two positions, such as the position of Head of Services and Head of Administration & General Affairs. This often occurs due to limited human resources, village budget efficiency, or the absence of new officials. Although this condition can be considered a form of organizational adaptation, on the other hand, holding multiple positions can have negative consequences for the performance and professionalism of the village bureaucracy.

In the bureaucratic structure of the Keboguyang Village Government, there are officials who hold multiple positions. Ms. Meriza, Head of Administration and General Affairs, stated that “the position of Head of Services is currently vacant, so I, as Head of Administration and General Affairs, am handling it.” This statement shows that in the organizational structure of the Keboguyang Village Government, there is a vacancy in the position of Head of Services, so for the time being, the duties in that field have been taken over by the Head of Administration and General Affairs. Although this can be understood as a form of initiative and responsibility on the part of village officials in maintaining continuity of service to the community, this situation also indicates an imbalance in the village bureaucratic structure.

When one village official has to perform two different functions, there is an automatic accumulation of tasks that has the potential to reduce the effectiveness and efficiency of task implementation. The position of Head of Administration and General

Affairs focuses on administrative aspects and secretarial management, while the Head of Services is responsible for basic social services, such as health, education, and population. This difference in scope and focus of work makes the doubling of positions prone to role conflicts and suboptimal service quality. This is emphasized by discussing the vacancy of village apparatus positions with reference to Article 13 of Lamongan Regent Regulation Number 17 of 2016, and analyzed using the thoughts of Abdul Wahhab Khallaf. [30]. It states that the absence of officials in a system can affect the stability of organizational performance. If this condition is allowed to continue, it is likely to hamper the effectiveness of public services for the village community and disrupt the achievement of planned development goals. This occurs due to the limited resources of the village apparatus, and ultimately this condition is not in line with the principles of.

Discussion

The implementation of the E-Buddy application in Keboguyang Village has had a positive impact on the digital management of official correspondence. In terms of communication, the training and technical guidance provided by the Sidoarjo Regency Government has succeeded in increasing the understanding and participation of village officials, particularly through internal initiatives that expand the dissemination of information to colleagues. In terms of resources, the implementation of E-Buddy has referred to Sidoarjo Regent Regulation No. 98 of 2022, which clearly regulates the division of authority and responsibilities of village officials. In terms of disposition, E-Buddy has proven to be capable of supporting a more organized, faster, and more transparent administration. The digital system facilitates document tracking and increases time and energy efficiency in the correspondence process. However, there are still non-technical obstacles in the form of low discipline among some village officials in regularly using the application. This means that the correspondence process is still carried out through WhatsApp groups as an alternative means of conveying information.

From a bureaucratic structure perspective, ideally, positions in village organizations should be filled in accordance with the provisions of Permendagri No. 84 of 2015. However, the reality on the ground shows that the accumulation of positions due to vacancies can lead to an uneven workload and reduce the quality of public services. Although this can be understood as a temporary solution, it is still necessary to reorganize the organizational structure and increase human resources so that the system is implemented in accordance with its intended functions and obligations. Regardless, the E-Buddy application has become a digital solution that supports efficiency, transparency, and modernization of village administration. However, to achieve maximum results, it is necessary to improve user discipline, improve the bureaucratic structure, and ensure the equitable distribution of human resources throughout the village apparatus.

CONCLUSION

Fundamental Finding : The implementation of the E-Buddy application in Keboguyang Village has demonstrated significant positive impacts on the efficiency, transparency, and organization of digital official correspondence, supported by effective training, regulatory alignment, and improved administrative processes. **Implication :** These findings highlight the potential of digital governance tools to modernize village administration, reduce bureaucratic delays, and foster participatory knowledge-sharing practices that enhance institutional capacity at the grassroots level. **Limitation :** Nonetheless, challenges remain in the form of low user discipline, reliance on informal communication channels such as WhatsApp, and structural weaknesses caused by vacant positions and uneven workload distribution, which limit the optimal use of the system. **Future Research :** Further studies are needed to explore strategies for strengthening user compliance, redesigning organizational structures, and evaluating long-term impacts of digital applications on governance quality and community trust in rural settings.

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