

Implementation of The Policy on The Use of *The E-Buddy Application* in Correspondence at The Transportation Service of Sidoarjo Regency

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ABSTRACT

Objective: This study aims to analyze implementation policy use E-Buddy application in the correspondence process at the Department Transportation Regency Sidoarjo, with focus on effectiveness, constraints, and strategies applied in optimization system said.

Method: Using method study qualitative with approach descriptive, data obtained through interview in-depth, observation direct, and study documentation to employees involved in management correspondence. **Results:** Research results show that implementation E-Buddy application is capable of increase efficiency channel digital disposition and archiving, however Still found constraint like limitations competence technology part employees, facilities devices that have not been evenly, and need update system periodically. Efforts improvement implementation done through internal training, mentoring technical, as well as strengthening regulations use application.

Novelty: This finding confirms that success implementation policy digitalization very influenced by readiness source Power human, means supporters, and consistency managerial in its application.

INTRODUCTION

Development technology information and communication has bring change significant in the implementation government. The concept of e-government is becoming strategy main for governments in various countries, including Indonesia, to improve quality service public through utilization digital technology. The implementation of e-government allows government give better service fast, transparent, accountable and efficient to the community. In the digital era, this transformation becomes urgent need for the government capable adapt self with demands of the times that lead to digitalization administration and services [1].

In Indonesia, the implementation of e-government is carried out throughout levels government, starting from center until regional government push agency public to adopt digital systems in various activity services, including management correspondence and archives. Through digitalization mentioned, it is hoped that happen efficiency work, reduction use paper (*paperless office*), as well as improvement speed distribution information inter-unit work. However, so that this implementation does not walk without direction, required base clear laws and policies as guidelines for every agency.

The implementation of e-government in Indonesia has base strong law. One of them is Constitution Number 14 of 2008 concerning Openness Information The public is pushing transparency in public services. In addition, the Law Number 11 of 2008 concerning Information and Transactions Electronic Information (ITE) and its amendments in Law Number 19 of 2016 provide runway law related use technology information in activities government. Regulations President Number 95 of 2018 concerning System Government Based Electronics (SPBE) also becomes guidelines

important in the implementation of e-government. SPBE regulates principle integration, efficiency, and security in data and service management based electronics. With existence regulations said, each agency government, including government area, required develop digital systems that support activity administration and services public.

In line with regulations said, various innovation e-government applications start developed, one of them is e-Buddy application. This application is designed to make it easier management correspondence in a way electronics and become answer on need more bureaucracy fast and efficient. E-Buddy works as a digital platform for management letter entry and exit, disposition, and storage archives electronic in a way integrated [2] .

Superiority main of e-Buddy lies in its capabilities integrate various stages management letters in one platform. Features such as notification automatic, mail status tracking, digital archives, and right access structured allows efficiency significant work. Implementation This application supports the principle of good governance which emphasizes transparency and accountability. Some regions in Indonesia have adopt application similar, and the results show improvement performance bureaucracy as well as satisfaction users service. With these positive results, it appears encouragement for e-Buddy to also be implemented in various agency other areas, including Regency Sidoarjo.

Service Transportation Regency Sidoarjo is one of the agency government areas that have been adopt e-Buddy application in the correspondence process. This step is in line with policy government regions to support digitalization programs administration public [3]. As one of the service strategic, Department Transportation need effective system for managing letters and archives in large numbers Enough big every day. With e-Buddy, distribution letter inter-section become more fast, disposition process more efficient, and archiving can done in a way systematic and safe.

No.	Jenis Surat	Surat Masuk					Surat Keluar					Disposisi Surat				
		Tahun					Tahun					Tahun				
		2025	2024	2023	2022	2021	2025	2024	2023	2022	2021	2025	2024	2023	2022	2021
1	Surat Umum	829	1023	908	501	1001	200	205	109	206	220	829	1023	908	501	1001
2	Surat Undangan	102	55	40	40	80	50	55	60	40	80	102	55	40	40	80
3	Surat Pengantar	20	15	20	20	20	20	15	20	20	20	20	15	20	20	20
4	Surat Edaran	1	-	-	-	-	1	-	-	-	-	1	-	-	-	-
5	Surat Perintah Tugas	90	60	50	55	40	80	100	80	65	40	90	60	50	55	40
6	Surat Perjanjian	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
7	Surat Keterangan	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
8	SPPD	90	60	50	55	40	80	60	50	55	40	90	60	50	55	40
9	Laporan	90	60	50	55	40	80	60	50	55	40	90	60	50	55	40
10	Pengumuman	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
11	Berita Acara	30	40	40	22	20	30	40	40	22	20	30	40	40	22	20
12	Plagam	-	-	-	-	-	1	-	-	-	-	1	-	-	-	-

Figure 1. Management letter in the e-buddy application of the Department Transportation Regency Sidoarjo 2021-2025

Based on internal data from the Service Transportation Sidoarjo above, the implementation of e-Buddy shows improvement significant in efficiency work. For example, time distribution the previous letter eat 1-2 days now can done in a matter of

hours. In addition, the use of paper can be reduced up to 60% since its implementation paperless system. Statistical data show that within a period time One years, more of 3,000 documents letter has processed digitally through e -Buddy. This achievement shows that e-Buddy implementation is not only support efficiency bureaucracy, but also contributes to efforts preservation environment through subtraction use paper [4] .

A number of study previously also supported importance application of e-government in management correspondence. First, by Ayum Hanifah and Isnaini Rodiyah, 2023 with title “ Implementation of Application Programs Script Service Electronic (e-buddy) in Government Village Pangreh Subdistrict Soap Regency Sidoarjo ”. This research explains that e-buddy implementation has walk Enough good, but Still constrained lack of guidance technical, usage applications that have not been consistent, and limitations equipment and discipline apparatus village. Government Village Pangreh has make an effort comply provision regulations and lifting apparatus in accordance rules, but Not yet There is incentive specifically to improve motivation implementer task.

The second, by Khofifatul Ummah and Ilmi Usrotin Choiriyah (2022) with title " Implementation of E-Government through Application Document District Office Electronics Sidoarjo (E-Buddy)". This research explains that Implementation of E-Buddy in Government Village Kajeksan has walk However not optimal, because placement letter Still often sent via WhatsApp, not through applications. In addition, some apparatus village Not yet fully adapt and respond officials, including Head Village, against letters in the E-Buddy application are still lacking.

Next, the last one, by Adinda Kristyanita Yefani, M. Mas'ud Said, and Suyeno, 2021 with Title: " Implementation of E- Suradi (Digital Letter) in Realizing Good Governance in Malang City (Study at the Department of Communication and Informatics of Malang City)". [Explained that E- Suradi is application digital mail built in late 2015 for efficiency administration bureaucracy, making things easier distribution information, as well as save time, energy, and budget [5] . Its implementation has walk effective in accordance George C. Edward III's theory, however Still constrained dependence on internet networks and changes regulations that can influence smoothness application.

Based on description this study aims to analyze implementation policy use e-Buddy application in the Department Transportation Regency Sidoarjo, with use theory implementation policy from George C. Edwards III. This theory includes four indicator important, namely communication, resources power, disposition, and structure bureaucracy. Fourth indicator the used to identify to what extent the factors the influence success e-Buddy implementation. Through this approach, it is hoped study can give contribution theoretical and practical for development policy digitalization administration public in Indonesia [6] .

RESEARCH METHOD

This research uses approach qualitative descriptive to dig in a way in-depth implementation process policy use E-Buddy application in manuscript layout service in the Service Transportation Regency Sidoarjo. Method qualitative chosen Because focus on meaning based on the experiences of informants, with analysis referring to the George C. Edward III model, includes aspect communication, resources power, disposition implementers and structures bureaucracy as indicator success policy. Research location determined in the Service Transportation Regency Sidoarjo which has apply system correspondence electronic E-Buddy based, with source person main namely Mr. Nurrahman as Head of General Affairs and Personnel Sub-Section, and employee E-Buddy users as informant supporters.

Research data sources includes primary data obtained through interview in-depth and observation, as well as secondary data from document official, archive correspondence and regulations related digitalization administration. Data collection is carried out through technique observation, interviews, and documentation with researchers as instrument main. Data analysis using the interactive model of Miles and Huberman which consists of on data collection, reduction, presentation, and withdrawal conclusion based on framework Edward III's theory. To maintain data validity, research applying credibility, transferability, dependability, and confirmability tests. This approach is expected give description comprehensive about implementation policy use of E-Buddy and factor supporters and obstacles.

RESULTS AND DISCUSSION

Results

A. Effectiveness Communication in Implementation Policy

The research results show that communication is the most dominant factor in the successful implementation of the E-Buddy application at the Sidoarjo Regency Transportation Agency. The policy communication process takes place systematically and in stages, starting from the leadership to the head of the division, then continuing to all staff. through mechanism meeting service weekly [7] . In each meeting, the leadership provides an explanation regarding the purpose of digitalization, the benefits of using E-Buddy, and the change in correspondence procedures from previously manual to electronic-based. Based on observations, approximately 85% of employees have understood the policy instructions since the initial stage of socialization, as indicated by their ability to re-explain the application's functions and usage flow.

In addition to formal meetings, policy instructions were also delivered through two technical guidance sessions, each lasting one working day. During these sessions, employees were given a hands-on demonstration of how to use E-Buddy, from logging in, creating letters, uploading documents, and disposition. After participating in the technical guidance, nearly all employees (around 90%) were able to operate the application independently without requiring additional assistance. This demonstrates

that the communication delivered was not only informative, but also applicable and easy to understand.

The department also provides digital guides in the form of PDF files and quick guides *shared* through an internal WhatsApp group. This informal communication tool is very helpful for employees when facing technical difficulties, especially those previously accustomed to manual systems. A two-week observation revealed that interactions in internal groups are relatively active at least There are an average of 10–15 conversations per day related to questions and answers about using E-Buddy. Management and other employees often respond quickly, allowing technical issues to be resolved quickly. This reinforces the role of informal communication. effective as a learning medium sustainable.



Figure 2 Circular letter socialization use E Buddy application

In terms of policy transmission, messages regarding the use of E-Buddy are delivered consistently without changing instructions, thus minimizing information distortion. Employees in each unit understand that all incoming and outgoing mail must be processed through the app. This consistency is evident. from decline drastic use paper Based on internal records, the frequency of manual letters decreased by more than 70% in the first three months of implementation. This indicates that employees actually accepted and implemented the policy as instructed, a condition that, according to the theory, implementation mark achievement effectiveness communication [8] .

In the context of vertical communication, management consistently evaluates application usage at the end of each month. The evaluation report is then distributed to all section heads for follow-up. The evaluation covers the speed of employee response to emails, the completeness of digital filing, and any technical errors that still frequently occur. The initial evaluation found that only around 10–15% of employees required

further assistance due to unfamiliarity with the application. This number steadily decreased as communication intensity and informal assistance from colleagues increased.

Overall, the communication pattern built at the Sidoarjo Regency Transportation Agency can be categorized as very effective, marked by four main achievements:

- (a) Message policy accepted in a way clear
- (b) Understood with good by almost all over employee
- (c) Transmitted without distortion Good through formal and informal channels
- (d) Produce change behavior real in the form of an almost total transition from manual to digital systems.

These findings strengthen the argument that communication is the main foundation for the successful implementation of administrative digitalization policies, and is a key factor that encourages accelerated adaptation towards a more modern, efficient, and transparent work culture.

B. Availability and Readiness Source Power

Availability source Power be one of factor important in determining success implementation E-Buddy application in the Department Transportation Regency Sidoarjo. Based on the research results, the aspects source Power humans and means supporters in the agency the included in the category Enough ready, even though still there is a number of constraint technical at the level implementer. Understanding employees who have formed since stage socialization give impact positive to readiness source power. Of the total employees involved in the management correspondence, about 80% is assessed own competence base technology adequate information, while the rest need mentoring additional, especially previous senior employees used to with manual system.

From the side means device work, part big the computer used has own specifications suitable for operating E-Buddy application optimally. In observation field, about 75% of the devices computers in administrative units capable operate application without constraints [9] . However, it is still there is about 25% of devices especially in the field of technical performance is less stable, causing the upload and archiving process document walk more slow. This obstacle was overcome with initiative employees who use personal laptops for work still can completed appropriate time. This initiative demonstrates existence level high adaptability and awareness employee to importance smooth digitalization process.

Infrastructure internet network in the environment the service also becomes factor significant supporters. Based on internal measurements, service Wi-Fi connectivity own level sufficient stability good, with an average uptime reaching 90–95% per month, so that the delivery process documents, disposition, and digital archiving can done with fast. Stability This network makes it easier employees at work in real-time without must long wait time upload or download document. However, there are a number of point the room that experienced decline speed network at certain hours, especially moment burden use high. This obstacle is usually successful handled by employees with move to point access another Wi-Fi or take advantage of personal tethering [10] .

Another challenge lies in the aspect source Power human beings in the field technology information (IT). Amount limited IT personnel only two IT personnel for the entire unit make handling disturbance technical No always can done in a way fast. In a situation certain, handling problem application or network need time until a few hours. However Thus, this condition is not too hinder performance Because part employee has used to perform light troubleshooting in a way independent, such as clear cache, start repeat application, or search solution through digital guide that has been provided.

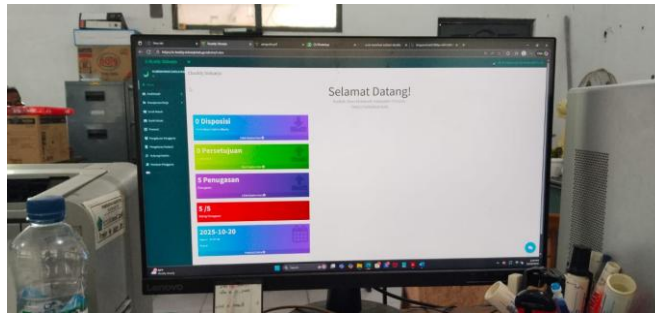


Figure 3Photo results documentation computers in the Department Transportation Regency Sidoarjo

Findings in the field show that level adaptation employee to use E-Buddy application is enough high. In one Sunday First implementation, recorded that 60% of employees Still need guidance additional. However this number is down drastic become only 15% after second month, after employee the more accustomed and frequent each other exchange information about method overcome constraint technical. This adaptation pattern shows that source Power man No only Ready in a way technical, but also has motivation and responsibility strong response in support success policy digitalization in work units [11] .

If analyzed based on theory implementation policy by George C. Edwards III, then aspect source power in the Department Transportation Regency Sidoarjo has fulfilled part big indicator success. Availability device work, infrastructure network, capabilities employees, and support IT personnel though limited Still classified as enough to support the digitalization process correspondence. Ability employees in adapting and taking on initiative become factor determinant main covering lack technical in the field.

In a way overall, can concluded that readiness source power in the Department Transportation Regency Sidoarjo play a role big in support smoothness implementation E-Buddy application. Availability devices, stable network, competence employees, and attitudes adaptive become foundation that ensures policy digitalization can walk effective even though it is still there is a number of necessary obstacles be improved in the future.

C. Disposition and Commitment Executor

The attitude and disposition of implementers were the determining factors in the successful implementation of the E-Buddy application at the Sidoarjo Regency Transportation Agency. Based on interviews and observations, the majority of employees

demonstrated a positive, proactive, and open attitude towards the shift from manual to digital work systems. Approximately 88% of employees stated that using E-Buddy made their work easier, particularly in terms of speeding up document disposition and archiving. This receptive attitude was evident from the initial stage, where employees showed a high level of interest in participating in training and experiencing the application's features firsthand.

Employees' willingness to adapt was also evident in their enthusiasm for participating in technical guidance and internal mentoring sessions. During the mentoring process, 84% of training participants were able to complete the E-Buddy simulation without significant obstacles. In fact, several employees with higher digital literacy levels volunteered to serve as informal mentors for colleagues experiencing technical difficulties. This demonstrates the development of a collaborative work culture that strengthens policy implementation. This mutual support is also a crucial factor in suppressing potential resistance to changes [12].

Leadership support plays a significant role in strengthening employee disposition. The Head of the General and Personnel Subdivision regularly provides guidance, communicates digitalization goals, and motivates employees to continuously improve their information technology skills. Interviews revealed that leadership tends to provide a platform for employee participation to provide input regarding challenges encountered while using the application. This open work environment encourages employees to raise concerns without fear and fosters a sense of ownership in the policies being implemented. Approximately 70% of employees stated that leadership support is a key factor in their confidence in using E-Buddy.

In addition to moral support, regular evaluations are also part of efforts to build a productive disposition. Monthly evaluations help identify employees experiencing difficulties, ensuring they receive additional support. This effort significantly reduced the technical incompetence previously experienced by some employees. For example, in the first month of implementation, approximately 20% of employees still tended to rely on help from colleagues. However, by the third month, that number had dropped to less than 8%, demonstrating increased individual capacity and a commitment to maintaining workflow.

When analyzed using the policy implementation theory according to George C. Edwards III, the disposition of implementers at the Regency Transportation Service Sidoarjo can be categorized very Good [13]. Employees not only formally accept the policy, but also demonstrate internalization of digitalization values in their daily work behavior. This is reflected in increased initiative, a willingness to learn new technologies, and a collective commitment to creating an efficient and transparent work environment. This positive attitude makes technical constraints, limited equipment, or a lack of IT personnel no longer significant obstacles to policy implementation.

Overall, employee disposition plays a key role in driving the successful use of E-Buddy in the office environment. An open attitude, a willingness to adapt, a culture of mutual assistance, and leadership support combine to ensure the effective and

sustainable implementation of digitalization policies. These findings confirm that technology-based policies require not only robust tools and systems but also highly motivated and committed implementers to support organizational change.

Discussion

1. Effectiveness Communication Policy in Support Digitalization Administration

Effectiveness communication become The main factors that determine the success of implementing the e-Buddy application usage policy at the Sidoarjo Regency Transportation Agency. Based on research findings, policy communication has been implemented through various channels. formal channels such as meeting service, guidance technical, as well as distribution digital guide explaining procedures use application in a way detailed. Implementation socialization carried out repeatedly make message policy delivered with clear, no ambiguous, and can understood in a way consistent across all employees. This is in line with George Edwards III's theory which asserts that good communication must capable ensure that instructions policy accepted without distortion and can followed up in a way appropriately by implementers in the field.

The clarity of information employees receive has a direct impact on their increased ability to operate the e-Buddy application independently. Observations indicate that almost all employees are accustomed to processing incoming and outgoing mail, including dispositions, using a digital system, and that the use of paper-based correspondence is now very rare. This process indicates that the flow of information from management to staff is effective and received evenly across all units, ensuring that No cause gap knowledge [14] . Consistency of instructions is also an important factor, where employees always receive the same direction regarding the use of application features, correspondence flow, and reporting obligations. Thus, communication not only functions as a conveyor of policy, but also becomes a tool for building a shared understanding of the goals of administrative digitalization.

Besides the aspects of clarity and consistency, effectiveness communication is also reflected from ability organization in providing room discussion and feedback. In some opportunity, employee given opportunity to convey constraint technical and administrative, and input the Then followed up by the leadership through SOP improvement or enhancement facility supporters. Interaction communicative This kind of thing fosters a sense of ownership together to policy digitalization, so that employee No only just accept instructions, but also feel involved in the implementation process. Communication patterns two this direction is proven speed up adaptation to system new and improved readiness employees in facing change culture Work from manual system towards system based technology.

In a way overall, findings study confirm that effectiveness communication policies in the Department Transportation Regency Sidoarjo become foundation main success implementation e-Buddy application. Through delivery clear, consistent, and accompanied information mechanism communication two direction, digitalization

process administration can walk with fast, accurate, and acceptable with good by all employees. Effective communication ultimately create uniformity understanding, reducing resistance changes, and strengthen readiness organization in implementing digital policy in general sustainable.

2. Readiness and Availability Source Power as Determinant Smoothness e-Buddy Implementation

Availability source Power is a crucial factor in determining the successful implementation of the administrative digitalization policy through the e-Buddy application at the Sidoarjo Regency Transportation Agency. Research findings indicate that the resource aspect, both human and supporting facilities, is in the sufficient category to support the transition process from a manual system to a digital system. The readiness of employees as policy implementers is reflected in their ability to understand application usage instructions, actively participate in training, and willingness to adapt to using new technology. This understanding is not only theoretical, but also directly applied in daily correspondence activities, thereby accelerating administrative processes that previously required longer time.

In terms of facilities and infrastructure, most computers within the office environment have specifications that support the stable operation of the e-Buddy application. Although some devices are not yet fully adequate, employees demonstrate a high level of initiative by utilizing personal laptops to ensure smooth administrative activities. This demonstrates that limited facilities are not a significant inhibiting factor. covered by ability adaptation employees [15] . In addition to computer devices, internet network infrastructure is also an important element in the successful implementation of digital applications. Based on observations, the Wi-Fi network in the office functions well and is able to support sending, receiving, and archiving documents online. The availability of a stable internet connection is a basic prerequisite for the e-Buddy application to operate optimally and support digital-based bureaucratic processes.

However, challenges remain in the human resources aspect, particularly regarding technical support from the information technology (IT) team. The limited number of IT personnel means that technical issues cannot always be resolved quickly, which occasionally delays the correspondence process. Nevertheless, employees are capable of performing initial handling independently, such as fixing simple system errors or finding temporary solutions before technical assistance arrives. This problem-solving ability is a positive indicator that employees have increased levels of technological literacy as digitalization policies are implemented.

Overall, the resource readiness of the Sidoarjo Regency Transportation Agency can be categorized as quite good and supports effective policy implementation. The availability of technological devices, a stable internet network, and basic employee competency in using e-Buddy have provided a strong foundation for the digitalization of public administration. Although there are still obstacles such as a limited IT team, high employee adaptability has largely offset these shortcomings. Therefore, the success of the e-Buddy application implementation depends not only on the sophistication of the

technology, but also on the organization's ability to optimally utilize resources and employee responsiveness in dealing with technical obstacles in the field.

3. Disposition Executor as Key Drivers of Success e-Buddy Implementation

The disposition or attitude of policy implementers is a key factor determining the success of the e-Buddy application implementation at the Sidoarjo Regency Transportation Agency. Research findings indicate that employees have a positive, proactive attitude and accept the digitalization policy with a high level of commitment. This attitude is reflected in their enthusiasm in participating in socialization and technical training, as well as their willingness to practice using the application in their daily tasks. This positive acceptance is an important indicator that the policy is not only understood but also believed to bring tangible benefits, such as time efficiency, transparency of disposition, and reduced paper use in correspondence.

The level of employee readiness is also reflected in their responsive behavior in the face of technical obstacles. When experiencing difficulties using certain features in the application, employees take the initiative to find alternative solutions, such as discussing with colleagues or conducting independent checks before seeking technical assistance. The level of collaboration among employees also increases, as evidenced by the willingness of employees who are more familiar with the application to assist colleagues who are still experiencing difficulties. This cooperative work culture accelerates the collective adaptation process, so that digitalization is not seen as a burden, but rather as an opportunity. innovation that makes things easier task administrative [16] .

The leadership role is a supporting factor that strengthens the disposition of implementers. The Head of the General and Personnel Subdivision, as a key actor, actively provides direction, provides coaching, and ensures that all digital correspondence processes are carried out in accordance with applicable SOPs. This support creates a conducive work climate and provides additional motivation for employees to diligently implement policies. Leadership also opens up discussions to evaluate emerging obstacles, ensuring that employees feel heard and fully involved in the policy implementation process.

Overall, the employee disposition at the Sidoarjo Regency Transportation Agency is in the very good category, characterized by an open attitude to change, a strong commitment to improving administrative services, and active participation in the operation of the e-Buddy application. This positive attitude has a direct impact on the smooth digitalization process, reducing resistance to new technologies, and accelerating the shift in work culture from manual systems to digital-based administrative systems. With a strong disposition of implementers, the implementation of e-Buddy is not only effective but also has great potential to become a sustainable digital administration practice in the future.

CONCLUSION

Fundamental Finding : Implementation policy use e-Buddy application in correspondence at the Department Transportation Regency Sidoarjo has walk with

effective and provide impact positive to system administration offices. Through George C. Edwards III's theory, communication, source power, disposition, and structure bureaucracy own mutual roles related to determining success implementation policy. Communication flow make each work unit capable adapt self with digital systems, source power support operational use although several units still depend on personal devices, employee disposition show positive commitment toward digitalization, and bureaucracy structure remains adaptive without comprehensive structural change.

Implication : This success shows that digitalization No just implementation technology, but also change culture work that emphasizes collaboration, adaptation, and responsibility answer together to create governance modern government. The use of e-Buddy makes the correspondence process become more fast, transparent, efficient, and accountable while maintaining formal administrative procedures. **Limitation :** There is several units with inadequate equipment, limitations IT staff, and internet network stability that still influence implementation in certain work units. Operational continuity also still depends on employee initiative and informal coordination when technical obstacles appear. **Future Research :** Necessary done research related to effectiveness periodic training, procurement device computer gradually, additions IT personnel, revision SOP for emergency procedures, and formation coordination forum cross agencies involving BKD and Service Kominfo to ensure policy digitalization administration walk in a way synergistic, structured, and sustainable. Future studies can also examine long-term sustainability of digital governance implementation in other public institutions.

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