

Implementation of E-Government through the Sidoarjo Regency Electronic Office Manuscript Application (E-Buddy) (Case Study in Kajeksan Village Government, Tulangan District, Sidoarjo Regency)

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Abstract

The purpose of this study was to find out and analyze the implementation of e-government through the application of the Sidoarjo Regency electronic official document (E-Buddy) in the Kajeksan Village Government, Tulangan District, and Sidoarjo Regency. The background of this research is the declining disposition of official letters in the E-Buddy application at the Kajeksan Village Government from 2021 to October 2022. This research method uses a qualitative approach with a descriptive research type. The results of the study show that first, the communication indicators have not been carried out optimally, namely in terms of outreach and technical guidance regarding the implementation of the E-Ebuddy application. Second, an indicator of human resources, namely the ability of some village officials as implementers have not fully adapted to the E-Buddy application. The three indicators of disposition or attitude of several Kajeksan Village Government officials are still not consistent and responsive in processing letters, especially in the disposition of letters through the E-Buddy application so that the utilization of the application has not been utilized optimally. The four indicators of bureaucratic structure, the Kajeksan Village Government have not provided implementing instructions or a special procedural mechanism in implementing the E-Buddy application. Especially in the disposition of letters through the E-Buddy application so that the utilization of the application has not been utilized optimally. The four indicators of bureaucratic structure, the Kajeksan Village Government have not provided implementing instructions or a special procedural mechanism in implementing the E-Buddy application. Especially in the disposition of letters through the E-Buddy application so that the utilization of the application has not been utilized optimally. The four indicators of bureaucratic structure, the Kajeksan Village Government have not provided implementing instructions or a special procedural mechanism in implementing the E-Buddy application.

Keywords

Implementation; E-Government; E-Buddy



I. Introduction

In general, every government or private agency will not be separated from administrative activities, because administration is an important part that always exists in every scope of work or activity of an organization. (Ikram, 2019). Administrative activities will be synonymous with administrative activities which are part of supporting the smooth running of the goals of an organization because it contains important information for both

leaders and members in the organization. Administration or governance is an overall part of the administrative process (Kurnia, 2020). Administrative activities are important because they can help and simplify all matters in the organization, especially in terms of correspondence such as processing incoming and outgoing letters such as receiving, searching, distributing and archiving documents that are considered important for the organization.

In administrative activities, one of the problems that is often experienced by organizations or agencies is the management of correspondence which is sometimes still done manually, both from the disposition of letters, filing, and distribution of letters, so that it can hamper the activities of the organization or agency due to the processing of letters. requires quite a long time, as did one of the government agencies, namely the Kajeksan Village Government, Tulangan District, Sidoarjo Regency in managing official letters. According to what was conveyed by the Head of Administrative and General Affairs of the Kajeksan Village Government from the interview results, namely that previously the management of official letters in the Kajeksan Village Government was carried out conventionally or manually, namely if there were incoming or outgoing letters, then the letter will be recorded in the agenda book and stored in a filing cabinet, so it requires a large enough place to store archival data, and requires a relatively long time to find the document if it is needed again. In addition, if the leader has business outside the office (not in place) then the letter that should be disposed of quickly ends up being delayed, resulting in a delay in the process of delivering information from the leader to the task recipient because the process of the letter is not followed up immediately, and in distributing village apparatus letters, they still have to come directly to the Office or Government Agency.

However, with the development of information and communication technology, it is able to change models of interaction and communication both between communities and between more modern government agencies (Suharyana, 2017). The development of increasingly advanced technology facilitates all human work in doing things, especially in the field of administration (Mutaqinah & Hidayatullah, 2020). The information and communication revolution has an impact on stakeholders in every decision making in order to create transparent reporting (Widyawan & Idris, 2021). This step was initiated with Presidential Instruction No. 3 of 2003 concerning National Policy and Strategy for E-Government Development in which the Instruction is a starting point for city or district governments in Indonesia in implementing e-government in Indonesia. (Science et al., n.d.). According to Kurniawan in Hardiyansyah, e-government is an action that involves information and communication technology in both the central government and regional governments as an effort to optimize processes in public services that are effective, efficient and transparent. The existence of e-government is useful for improving relations between the government, business people, and the public through information disclosure, but in the implementation of e-government at this time there are still many obstacles because there are still many government agencies that have not implemented it optimally.

Seeing the important role of official letters, their management needs special attention so that they can support the completion of OPD work effectively and efficiently, namely by implementing a digitization system in which information will be presented in digital form via electronic media. (Pujilestari & Maksum, 2022). In order to achieve effective and efficient administrative activities in accordance with the objectives of e-government, the Sidoarjo Regency Government created an electronic-based official document application, namely E-Buddy which was built and implemented in 2020. The Sidoarjo E-Buddy application is an application developed for managing the ASN in the

Sidoarjo Regency OPD, starting from attendance, activities, meetings, approval of official letters, disposition of official letters, to correspondence related to the Regional Government. This application also helps processing existing information through the integration of one data in a dashboard, so that other agencies under it can more easily see activities or activities in a more transparent manner, one of which aims to facilitate and speed up official correspondence activities. Administrative needs are facilitated more effectively through the outgoing and incoming mail features which are also equipped with details of each letter and its development status. The legal basis for making the E-Buddy application is based on Sidoarjo Regent Regulation Number 30 of 2020 Concerning the Administration of Electronic Service Manuscripts.



Source: Website E-Buddy.sidoarjakab.go.id (2023)

Figure 1. Sidoarjo E-Buddy Application Page.

One of the Village Governments in Sidoarjo Regency that implements the E-Buddy application is the Village Government of Kajeksan, Tulangan District, Sidoarjo Regency in terms of managing official correspondence both incoming letters, outgoing letters, and letter disposition. All Kajeksan Village Government officials have personal E-Buddy accounts. In practice, if there is an incoming letter from another OPD for the Kajeksan Village Government, the letter will automatically go to the Kajeksan Village Government E-Buddy account where the person responsible as admin is the Head of Administrative and General Affairs, then if there is an incoming letter from OPD or other agencies that are not on the OPD list at the OPD Sender, the admin can add or create a new incoming letter to the incoming mail feature, then fill in the identity according to the letter received. Each apparatus can draft an outgoing letter with a template that can be downloaded with a file with the .docx extension in the E-Buddy application and users can use Microsoft Word to change the context of the letter according to the draft letter to be made. In outgoing mail activities, the letter must have the .docx extension so that it can be uploaded to the E-Buddy, which contains at least a number and qr code for the electronic signature according to the format of the E-Buddy letter. Then if there is a letter that requires a disposition, then the one who forwards the letter to the leadership is the admin or the Head of Administrative and General Affairs. As stated by the Head of Administrative and General Affairs, the existence of the E-Buddy application is very helpful and facilitates the process of managing official letters, both searching, distributing,

The following is the official letter management data for the E-Buddy account belonging to the Kajeksan Village Government from 2020 to October 2022 through the electronic official script application (E-Buddy)

Table 1.Management of official letters on the E-Buddy account of the Kajeksan Village Government, Tulangan District, Sidoarjo Regency

| No | Jenis Surat | Surat Masuk | | | Surat Keluar | | | Disposisi Surat | | |
|----|----------------------|---------------|------|--------------|---------------|------|--------------|-----------------|------|--------------|
| | | Tahun | | | Tahun | | | Tahun | | |
| | | November 2020 | 2021 | Oktober 2022 | November 2020 | 2021 | Oktober 2022 | November 2020 | 2021 | Oktober 2022 |
| 1 | Surat Umum | 1 | 81 | 101 | - | 81 | 55 | 1 | 11 | - |
| 2 | Surat Undangan | 1 | 59 | 66 | 1 | 88 | 57 | - | 31 | 1 |
| 3 | Surat Pengantar | - | 6 | 11 | - | 4 | 8 | - | 1 | - |
| 4 | Surat Edaran | - | 5 | 11 | - | 2 | - | - | - | - |
| 5 | Surat Perintah | - | - | 1 | - | 1 | - | - | - | - |
| 6 | Surat Perintah Tugas | - | - | 2 | - | 27 | 2 | - | - | - |
| 7 | Surat Perjanjian | - | - | - | - | 1 | 1 | - | - | - |
| 8 | Surat Keterangan | - | - | - | - | 10 | 16 | - | - | - |
| 9 | SPPD | - | - | - | - | 114 | 20 | - | - | - |
| 10 | Laporan | - | - | - | - | 1 | - | - | - | - |
| 11 | Pengumuman | - | 1 | 1 | - | - | 1 | - | 1 | 1 |
| 12 | Berita Acara | - | - | - | - | - | 1 | - | - | - |
| 13 | Piagam | - | - | - | - | 1 | - | - | - | - |

Source: Kajeksan Village Government, Tulangan District, Sidoarjo Regency (2023)

With the presentation of the table above, the Kajeksan Village Government, Tulangan District, Sidoarjo Regency has started using the E-Buddy application since 2020 in official correspondence activities, both in receiving incoming letters, outgoing letters, or disposition of letters. If seen from the table above, official correspondence activities at the Kajeksan Village Government from 2021 to October 2022 in terms of disposition of letters have decreased, only a few official letters have been disposed of. According to interviews with the Head of Administrative and General Affairs, information was obtained that there were still problems in implementing the E-Buddy application in the Kajeksan Village Government, namely in the disposition of official letters, where the admin who has the main duties and functions as the person in charge of the E-Buddy application does not maximally forward official letters through the E-Buddy application to the Village Secretary or to the Village Head who has the authority to dispose of the letter, this is due to human resources as users of the E application -Buddy in the Kajeksan Village Government who are still not able to fully adapt, so processing the follow-up of the official letter takes a little time. Letter dispositions have an important role for an organization, namely as instructions or actions that must be carried out by a subordinate, therefore letter dispositions must be processed quickly so that the orders in the letter are carried out immediately.

Based on the explanation above, the authors are interested in choosing a research location in the Kajeksan Village Government, Tulangan District, Sidoarjo Regency because they want to know how to implement the E-Buddy application in managing official letters in the Kajeksan Village Government. Therefore the author raises this problem in a title "Implementation of E-Government Through the Sidoarjo Regency Electronic Office Manuscript Application (E-Buddy) (Case Study in Kajeksan Village Government, Tulangan District, Sidoarjo Regency)".

II. Review of Literature

2.1 Public Policy Implementation

Implementation can be interpreted as a meaning, in which several or various organizations regularly work together in carrying out/executing a law, regulation or policy that has been made, in order to achieve a goal desired by the organization and policy makers themselves. Winarno (2008:144). Implementation or implementation of a policy is an action taken from previous decisions. Where this action is an attempt to turn a decision into operational action in order to achieve a big and small change. Van Metter and Van Horn in Budi Winarno (2008:146). From some of the expert opinions above regarding the implementation of public policies, it can be seen that policy implementation will not be carried out before the goals or objectives are determined by policy decisions. So implementation is a process of activity carried out by various actors so that in the end it will obtain results that are in accordance with the goals or objectives of the policy itself.(Novita Sari et al., 2020)

2.2 E-Government

E-Government is the government's effort to facilitate government activities by utilizing ICT advances. E-Government is a form of public service made by the government which aims to be a liaison between the two parties and other interested parties. Yu-che and James Perry (Falih Fuadi and Bintoro Wardiyanto, 2010:57) argue that e-Government is a front line of government plans to support and provide information and improve public services, business people, government workers, other government units, and third sector organization(Noviyanti et al., 2021)

III. Result and Discussion

The research approach used in the implementation of the E-Buddy application in the Kajeksan Village Government is descriptive qualitative in nature. This research was conducted at the Kajeksan Village Government, Tulangan District, Sidoarjo Regency. The technique for determining informants uses a purposive sampling technique, according to (Sugiono, 2015) a purposive sampling technique is a technique for determining a sample of informants as a source of data through certain considerations(Issn ; Choiriyah et al., 2022). The informants in this study were the Village Head, Village Secretary, and Head of Administrative Affairs at the Kajeksan Village Government, Tulangan District, Sidoarjo Regency who were considered to have a direct connection with the E-Buddy application. This study uses data collection techniques by means of observation, interviews for primary data collection, and documentation. The focus on the research that will be studied by researchers is the implementation of e-government through the application of Sidoarjo Regency electronic official documents (E-Buddy) in the Kajeksan Village Government, Tulangan District, Sidoarjo Regency with the theory from George Edward III namely communication, resources, dispositions, and bureaucratic structures . In managing the research, qualitative data analysis techniques were used with the Miles & Hubberman interactive model(Pujilestari et al., 2022) namely by collecting data (data collection), reducing data (data reduction) obtained in the field in several stages, namely by sorting and focusing on research objectives. Then the presentation of data (data display) from the results of observations, interviews and documentation, as well as drawing conclusions (conclusion drawing/verification) in response to the formulation of the problem from the study of the implementation of the Sidoarjo Regency electronic official document application (E-Buddy) in the Kajeksan Village Government, Tulangan District Sidoarjo.

IV. Result and Discussion

Implementation of E-Government Through the Sidoarjo Regency Electronic Service Manuscript Application (E-Buddy) Case Study in the Kajeksan Village Government, Tulangan District, Sidoarjo Regency according to the George Edward III Implementation model in Agustino (2014: 149).

To find out the implementation of the E-Buddy application in the Kajeksan Village Government, the author uses implementation theory according to George Edward III which mentions several indicators that influence the implementation of a program, namely communication, resources, position, and bureaucratic structure.(Sekarningrum et al., 2021)

4.1 Communication

The communication dimension is part of implementation in order to provide program policy information so that it can be conveyed by all target parties(Laili & Choiriyah, 2021). Communication plays an important role for the ongoing coordination of policy implementation(Mandala et al., 2016). According to Edward III a public policy will be implemented properly and effectively if there is effective communication between policy or program implementers and stakeholders. With communication, the goals and objectives of a policy can be socialized properly so as to avoid distortion or rejection of the policy. Policy communication itself has several dimensions, including the dimensions of transmission, clarity and consistency.(Fitrianingrum et al., 2020). In the transmission dimension, each program needs to be conveyed properly so that the target actors can understand and know the purpose of the program(Sekarningrum et al., 2021).



Source: Kajeksan Village Government, Tulangan District, Sidoarjo Regency (2023)

Figure 2. E-Buddy Application Technical Guidance Invitation.

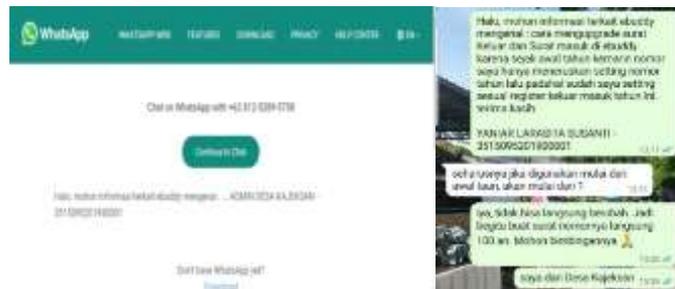
Second, clarity, after policy transmission should be followed by clarity of information, information must be clear and not confusing so that the recipient of the information can find out what the intent, purpose, target, and substance of public policy are precisely. According to Edward III, communication has an important role not only for implementers but also for policy makers. For this reason, it is important to have clear communication from top to bottom that is firm so that there is no leeway for implementers to interpret it differently, the need for accuracy and accuracy of policy information(Edyanto et al., 2021). By providing clear information, implementers can know and understand what to do if they experience problems processing official letters through

the E-Buddy application. Regarding the implementation of the E-Buddy application in the Kajeksan Village Government, the delivery of information regarding the clarity of using the E-Buddy application was delivered by the Regional Secretariat of the Sidoarjo Regency Government through the use of the "Contact Developer" feature contained in the E-Buddy application. From the research results, the admin revealed that using this feature when experiencing problems in terms of setting letter numbering that is not sequential. In addition, to clarify the technical guidance for the E-Buddy application, the Kajeksan Village Government can replay the previous socialization video on the Sidoarjo Regency Government's YouTube channel.



Source: Sidoarjo Regency Government Youtube (2023)

Figure 3. Technical Guidance for the Implementation of the E-Buddy Application in the Sidoarjo Regency OPD Environment



Source: Kajeksan Village Government, Tulangan District, Sidoarjo Regency (2023)

Figure 4. Contact Developer Feature in the Sidoarjo Regency E-Buddy Application

The third dimension of policy communication is consistency. According to Edward III, if policy implementation is to take place effectively, then the execution orders must be consistent. Even though the instructions that have been conveyed to policy implementers have an element of clarity, if the orders are contradictory, the orders will not make it easier for policy implementers to carry out their duties properly. (Wumu et al., 2022) Inconsistent policy implementation instructions will encourage executors to take very lax actions in interpreting and then implementing policies, and if this happens it will result in ineffective implementation of policies because very lax actions are likely to be inappropriately used to carry out the objectives policy objectives. Based on this theory, in this study the dimension of consistency is seen from the consistency in the delivery of official letter information through the E-Buddy application at the Kajeksan Village Government. The results of the study show that policy communication in conveying information regarding official letters in the Kajeksan Village Government tries to be consistent and coordinate with each other in the delivery of incoming letters, outgoing letters, and the disposition of letters. (Wumu et al., 2022).



Source: Kajeksan Village Government, Tulangan District, Sidoarjo Regency. (2023).
Figure 5. WhatsApp chat delivering official letters to the Kajeksan Village Government, Tulangan District, Sidoarjo Regency.

4.2 Resource

Resources are an important factor and one of the tools to achieve goals and objectives in implementing a government policy (Mustika et al., 2022). In carrying out the public policies chosen by the government, it needs the support of adequate resources (Anta Kusuma & Simanungkalit, 2022). If the policy has been planned as well as possible but is not supported by adequate resources, then the purpose of the policy will be disrupted. The following indicators of resources that need attention include human resources, budget resources, facilities and infrastructure resources, and authority resources (Mustika et al., 2022).

First, human resources. Human resources (HR) are the main asset or capital (human capital) in an organization and one of the variables that influence the success of policy implementation (Fitrianingrum et al., 2020), if the resources implementing the policy experience a shortage, then the implementation is not running effectively (Mustika et al., 2022). Vice versa, if the human resources owned perform well then the implementation of these policies can run optimally (Mustika et al., 2022). Policy executors are required with competent skills and abilities in implementing policies or carrying out tasks (Milan women, 2020). To carry out official correspondence activities in the E-Buddy application, skilled human resources are needed. In its implementation, the Kajeksan Village Government is supported by admins or operators who have the ability to run information technology. The admin who has responsibility for managing the E-Buddy account belonging to Kajeksan Village is the Head of Administrative and General Affairs (Kaur TU) in accordance with Sidoarjo Regent Regulation Number 98 of 2022 concerning Guidelines for Compiling the Village Revenue and Expenditure Budget for the 2023 Fiscal Year.

Table 2. Person in charge of the Village Information System in Sidoarjo Regency.

| Application Name | Person responsible (Kaur/Kasi/Kasun) |
|------------------|---|
| E-Buddy | Kaur Tu |

Source: Sidoarjo Regent Regulation Number 98 of 2022 Concerning Guidelines for Compiling the Village Budget for 2023 (2023)

Table 2 above explains that the E-Buddy application is one of the village information application systems in Sidoarjo Regency. According to these data, the person responsible for the application of this information is listed in Sidoarjo Regent Regulation Number 98 of 2022 concerning Guidelines for Compiling the Village Revenue and Expenditure Budget for the 2023 Fiscal Year. According to the data, the person in charge of the E-Buddy application is part of the Administrative and General Affairs Office TU Kaur).

Table 3.E-Buddy Application Users in the Kajeksan Village Government, Tulangan District, Regency Sidoarjo.

| Full name | Education | Position |
|-------------------------------|--------------------|--|
| Slamet Wibisono, S.Sos | SI | Village head |
| Suprpto, S.Pd | SI | village secretary |
| Yaniar Larasita Susanti. S.AP | SI | Head of Administration and General Affairs |
| Muhammad Zainul Arifin, S.Pd | SI | Head of Kajeksan Hamlet |
| Purwatiningsih, Amd. Kep | D4 | Head of Service Section |
| Kalimus Sakdiyah | Senior High School | Head of Financial Affairs |
| Machfud | Senior High School | Head of Government Section |
| Muhammad Khoirul Anwar | Senior High School | Head of Welfare Section |
| Muhammad Indra Wahyu Santoso | Senior High School | Head of Godekan Hamlet |
| Muhammad Fauzi | Senior High School | Head of Planning Affairs |

Source: Kajeksan Village Government, Tulangan District, Sidoarjo Regency (2023)

Table 3 above explains that there are 10 village officials in the Kajeksan Village Government who have an E-Buddy application account, four village officials with an SI education, one with a D4 education, and five other village officials with the last education at the senior high school level (SMA). Regarding the implementation of the E-Buddy application, only one admin or village apparatus has the main function as the person in charge of the Kajeksan Village Government E-Buddy account, namely the Head of Administration and General Affairs.

Second, budget resources, the budget is needed to finance the operationalization of policy implementation, provision of facilities, and incentives for policy implementers. In implementing the E-Buddy application program there is no specific budget available for its implementation, this is because the E-Buddy application is still relatively new and is in the early stages of implementation (Fernandes, 2014). However, in accordance with Sidoarjo Regent Regulation Number 98 of 2022 concerning Guidelines for Compiling the Village Revenue and Expenditure Budget for the 2023 Fiscal Year, an honorarium is only given to village officials or non-equivalent village staff who are given additional tasks apart from their duties and functions as managing an information system with an honorarium of Rp. 200,000 rupiah per one application. With reference to these regulations, the Head of Administrative and General Affairs as the admin of the E-Buddy for the Kajeksan Village Government does not receive a special budget because it is in accordance with their duties and functions.

| | |
|--|---|
| | Scan Resolution; 1200 x 2400 Effective Print Resolution; 720 x 720 dpi Operating System Compatibility: Windows XP/XP Professional x64 Edition/Vista/7/8/8.1 Mac OS X 10.5.8, 10.6.X, 10.8.X, 10.9.X Dimensions: 461 x 215 x 130mm Weight: 2.4 kg |
|--|---|

Source: Kajeksan Village Government, Tulangan District, Sidoarjo Regency (2023)

Table 4 describes the supporting facilities for implementing the E-Buddy application in the Kajeksan Village Government, Tulangan District, Sidoarjo Regency. The available hardware is the admin computer as the main computer in processing official correspondence with the Lenovo brand which is equipped with a standard keyboard and mouse. Then there is a CPU with the SPC brand and an Epson L120 printer according to the data specifications above.

The four sources of information and authority, the existence of this authority is related to the limits of the duties and functions of policy implementers. Authority can be interpreted as the right and power to act, the power to make decisions, govern and delegate responsibility to other parties. Regarding the implementation of the E-Buddy application in the Kajeksan Village Government, this cannot be separated from the human resources who have authority in it. Based on the results of the interviews, it can be concluded that the Head of Administrative and General Affairs as the admin of the Kajeksan Village Government E-Buddy is authorized and has a limit of duties as the person in charge of the Kajeksan Village Government E-Buddy account relating to receiving incoming letters, outgoing letters, and forwarding official letters. In incoming mail activities the admin has the responsibility to convey and distribute information related to the letter to village officials, the admin also has the authority like other village officials in making outgoing letters according to the instanti of destination throughout the OPD of Sidoarjo Regency such as the Head of Regional Apparatus, Head of UPTD Agency or Services, Heads of Community Health Centers, District Offices of Education and Culture, Directors of BUMD, Heads of SD and SMPN, and Heads of Villages or Lurah throughout Sidoarjo Regency.

4.3 Disposition

The disposition or attitude of policy implementers plays an important role in the success or failure of implementing a policy. According to Edward III (in Nugroho, 2014: 673), disposition is the attitude of implementers or willingness, commitment, and the tendency of policy actors to implement policies seriously so as to achieve the expected goals.(Setyawan & Srihardjono, 2016). Implementing a policy requires an implementer who has the ability and has a strong will in implementing the policy. Implementers are not only required to know what to do, but are also required to have a strong will and high motivation as the basis for the spirit to implement the policy.(Delphiero Roring et al., 2021).

| No. | Tgl. Pengiriman | Tgl. Diterima | Status | Isi | Ke | Dari | Result |
|-----|------------------|---------------|---------|-----------------|----|------|---------|
| 1 | 2023-08-14 10:00 | 2023-08-14 | Selesai | Surat Keputusan | Ke | Ke | Selesai |
| 2 | 2023-08-14 10:00 | 2023-08-14 | Selesai | Surat Keputusan | Ke | Ke | Selesai |
| 3 | 2023-08-14 10:00 | 2023-08-14 | Selesai | Surat Keputusan | Ke | Ke | Selesai |
| 4 | 2023-08-14 10:00 | 2023-08-14 | Selesai | Surat Keputusan | Ke | Ke | Selesai |
| 5 | 2023-08-14 10:00 | 2023-08-14 | Selesai | Surat Keputusan | Ke | Ke | Selesai |
| 6 | 2023-08-14 10:00 | 2023-08-14 | Selesai | Surat Keputusan | Ke | Ke | Selesai |
| 7 | 2023-08-14 10:00 | 2023-08-14 | Selesai | Surat Keputusan | Ke | Ke | Selesai |
| 8 | 2023-08-14 10:00 | 2023-08-14 | Selesai | Surat Keputusan | Ke | Ke | Selesai |

Source: Kajeksan Village Government, Tulangan District, Sidoarjo Regency (2023)
Figure 7. Disposition of official letters through the E-Buddy account of the Kajeksan Village Government, Tulangan District, Sidoarjo Regency.

4.4 Bureaucratic structure

Understanding of bureaucratic or organizational structure can be interpreted as a pattern of coordinating authority relations between implementers related to policy implementation. Bureaucratic structure according to Edward III is the fourth factor in the implementation of a policy. This bureaucratic structure includes two important aspects, namely implementing mechanisms or standard procedures or SOPs, and organizational structures or division of labor. SOPs are useful so that processes within the bureaucracy can run consistently, effectively, efficiently so they don't conflict with existing regulations (Edyanto et al., 2021). According to Edward III, a good SOP is to include a framework that is clear, systematic, uncomplicated, and easy to understand because it will become a reference for policy implementers or implementers. (Bimrew Sendekie Belay, 2022).

The results of this study indicate that the Kajeksan Village Government in implementing policies regarding the use of the E-Buddy application does not set and provide special operational standards, in processing official letters according to the respective duties and functions of the village apparatus. The Kajeksan Village Government does not stipulate implementing guidelines or procedural mechanisms for implementing the E-Buddy application. Even though it does not stipulate a specific SOP, the implementation of E-Buddy in the Kajeksan Village Government refers to Sidoarjo Regent Regulation Number 30 of 2020 Concerning Electronic Service Documents, where what is meant by the implementation of electronic official documents is carried out using an electronic mail application with the URL address <https://e-buddy.sidoarjokab.go.id>

IV. Conclusion

Based on the results of research with the title implementation of e-government through the Sidoarjo district electronic official script application (E-Buddy) case study in the Kajeksan Village Government, Tulangan District, Sidoarjo Regency, the researcher draws the conclusion that the implementation of the E-Buddy application as a development of e-government in the Kajeksan Village Government has been implemented but has not been carried out optimally, in accordance with the results of the discussion above it was found that in the processing of official letters through the E-Buddy application, especially in terms of letter disposition, it has not been used optimally, where in forwarding letter dispositions it is done via WhatsApp chat but not carried out on the E-Buddy application, besides that several village apparatus as an E-Buddy application user who is still unable to

fully adapt, such as in the case of writing letters which are often done by the admin through the apparatus account. Then the response or attitude of some Kajeksan village officials who are still not considered responsive, this can be seen from the Village Head's response to the disposition of letters which sometimes do not know and read letters or dispositions of letters through the E-Buddy application.

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