

E-Buddy Digital Administration Governance to Improve Village Services

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ABSTRACT

Objective: This study aims to analyze and describe the implementation of the E-Buddy Digital Administrative Governance system as an effort to improve village administrative services in Bangah Village, Gedangan District, Sidoarjo Regency. **Method:** The research employs a qualitative descriptive approach with data collected through interviews, observations, and documentation to examine the effectiveness and challenges of E-Buddy implementation. **Results:** The findings show that E-Buddy has enhanced the efficiency of administrative services by accelerating correspondence processes, reducing the risk of archive loss, and facilitating electronic signatures. However, several challenges remain when assessed against six indicators: the system has legal legitimacy but lacks specific SOPs; transparency and accountability are emerging through digital records; participation is limited; performance and information flow are constrained by internet issues; fairness and capability are hindered by uneven apparatus competence; and inclusivity remains low due to limited community engagement. **Novelty:** This study provides new insights into the digital transformation of village governance, emphasizing that technological innovation must be supported by procedural clarity, human resource development, and community inclusiveness to achieve sustainable digital governance at the village level.

INTRODUCTION

Public service activities are carried out by the government to fulfill the civil rights and basic needs of every individual for public goods and services, as well as administrative services. Public services involve the process of providing services to the public through the use of public facilities, both goods and services managed by the institution [1]. In this era of globalization, it is very important to utilize advances in information technology in public services, including in the management of letters in institutions and organizations. By utilizing digital technology, efficiency in the management of service administration in government institutions can be increased. In Law No. 25 of 2009 concerning public services, it is stated that public services are a series of activities aimed at fulfilling service needs in accordance with applicable regulations and laws for all citizens and residents regarding goods, services, or administrative services [2].

In the Law of the Republic of Indonesia Number 14 of 2008 concerning access to public information, it is explained that information includes data, statements, ideas, and symbols that contain values, meanings, and messages, including data, facts, and explanations, which can be seen, heard, and read, which are presented in various forms and formats in accordance with advances in information and communication technology, both in digital and non-digital forms. Every institution must make improvements in a number of areas due to the ever-increasing advancement of technology, particularly in

the areas of effective and efficient public services [3]. This shift has the effect of giving everyone in an organization a different viewpoint on how to carry out their duties. Village governments, which are responsible for offering administrative services to their communities, are also seeing this shift [4]. In Indonesia, the implementation of E-Government was first carried out in 2001 with the issuance of Presidential Instruction of the Republic of Indonesia Number 6 of 2001 concerning the Development and Utilization of Telematics in Indonesia as an initial step to realize good governance in the context of digitalization by the government, which is often referred to as E-Government or electronic government. Through the Presidential Instruction of the Republic of Indonesia Number 3 of 2003 concerning the National Policy and Strategy for E-Government Development, which serves as the legal basis for policies in the field of E-Government, it is stated that "the use of information and communication technology in the government process (E-Government) will improve efficiency, effectiveness, transparency, and accountability in the administration of government" and "to achieve good governance and improve efficient and effective public services, policies and strategies are needed in the development of E-Government."

In the Decree of the Minister of Communication and Information Number 57 of 2003 concerning Guidelines for the Preparation of the Master Plan for E-Government Development, the main essence of E-Government is a shift in relationships in the form of G2G (Government to Government), G2B (Government to Business), G2C (Government to Citizens), and G2E (Government to Employees) with steps in implementing E-Government in every government, namely; Emerging Web Presence, Enhanced Web Presence, Transactional Presence, and Connected Presence [5]. The challenges of manual administrative systems are increasingly apparent considering the demands from the public who want fast, transparent, and accountable services. Communities in rural areas are now increasingly open to adopting technology thanks to increased internet access and digital tools. However, village government officials are often not ready to meet these expectations. Without innovation in administrative management, the gap between community expectations and village government capabilities will widen. In this condition, digitalization of village government management becomes a strategic necessity, not just an option.

One of the e-government applications in Sidoarjo Regency is the E-Buddy application, which functions for correspondence. E-Buddy is a platform designed to manage civil servants (ASN) in Sidoarjo Regency Regional Apparatus Organizations (OPD), from attendance systems to managing letters related to Regional Government interests. In addition, this application also supports data management through information integration in a single dashboard, making it easier for related agencies to access activities more clearly with the aim of accelerating and simplifying the official correspondence process. This is in line with Law Number 23 of 2014 concerning Regional Government, which provides rights and obligations in regional government affairs independently [6]. With the E-Buddy application, administrative needs in government

can be managed more efficiently. The E-Buddy application refers to Sidoarjo Regent Regulation Number 30 of 2020 concerning electronic official document procedures.



Figure 1. E-Buddy Website Front Page

Source: of the Sidoarjo Regency Government's E-Buddy Application Website

One of the areas that implements E-Buddy is Bangah Village, Gedangan District, Sidoarjo Regency, East Java Province. Bangah Village has an area of 1.34 km² and around 6,000 people live there. In its implementation, the E-Buddy application in Bangah Village is used in the management of incoming and outgoing official correspondence and the disposition of letters used as a medium for recording employee attendance. In the implementation of the use of the E-Buddy application in Bangah Village, the operation of the E-Buddy application can only be operated by 1 (one) admin in the village. As for the implementation, if there is an incoming letter from another OPD for the Bangah Village government, the letter is automatically sent to the Bangah Village Government E-Buddy account where the admin access is responsible for the Kaur Tu and General, then if there is an incoming letter from another OPD, the next thing to do is to dispose of the letter to the Village Head and Village Secretary, for the disposition section can only be done by the admin where it is the responsibility of the Kaur TU and General [7].

Bangah Village began using the E-Buddy application for correspondence activities in 2023. In the Sidoarjo E-Buddy application, there are three main menus, namely incoming mail, outgoing mail, and attendance. The incoming mail menu is used by the E-Buddy Admin to check received mail, while for outgoing mail, each agency has its own method or can use a template that can be downloaded with a .docx file extension in the E-Buddy application. Operators can use Microsoft Word to change the content of the letter according to the type of letter to be created. When sending outgoing mail, the letter must be in .docx format to be uploaded to E-Buddy, and must include a number and electronic signature barcode according to the letter format from E-Buddy. In addition, there is a data recap for incoming mail, outgoing mail, and letters that have been disposed of in the Bangah Village Government, Gedangan District for the 2023 and 2024 periods, as shown in the following data table:

Table 1. Letter Recap Data via the Bangah Village E-Buddy Application 2023-2024

No.	Menu	Period	
		2023	2024
1.	Incoming mail	380	376
2.	Disposition of the Letter	380	376
3.	Outgoing mail	474	415

Source: Bangah Village E-Buddy Application Website

Policy implementation plays a crucial role throughout the entire policy process; therefore, a policy must be implemented to achieve its intended impact and objectives. The government is responsible for implementing policy implementation by establishing programs that have been developed and agreed upon through public policy decisions. In this study, the theoretical model of Good Governance in Rural Local Administration by Z Zaitul [8] will be used to determine how digital administrative governance is implemented in official correspondence through the E-Buddy application. The results of the E-Buddy application implementation are presented in previous research.

The first research conducted by Mukhammad Ulil Albab, Isna Fitria Agustina [9] in their research entitled "Management of Digital Official Letters Using the Sidoarjo E-Buddy Application". In the research journal, the researcher took a qualitative descriptive method and used data collection techniques in the form of interviews, observation and documentation. It can be concluded that the results of the research that has been carried out are that the implementation has been carried out well, but there are still some shortcomings in communication indicators, resource indicators, disposition indicators, and bureaucratic structure indicators [9]. The difference is that the previous research was conducted in the Kedungrejo Village Government, Jabon District, while the current research was conducted in the Bangah Village Government, Gedangan District.

The second study was conducted by Muhammd Faradian Dzulfa [10] in his study entitled "The Effectiveness of Using E-Buddy in Correspondence at the Sidoarjo Regency DPRD Secretariat". In the research journal, the researcher took a qualitative descriptive method and used data collection techniques in the form of interviews and literature studies. It can be concluded that the results of the research that has been carried out, namely the implementation of E-Buddy at the Sidoarjo Regency DPRD Secretariat, have been running well and effectively [10]. The difference is that the previous study discussed more about the effectiveness of using applications at the Sidoarjo Regency DPRD Secretariat, while the current study discusses digital administrative governance to improve village services.

The third research conducted by Mochammad Nizar Farhansyah, Heru Irianto, Ali Fahmi [11] in their research entitled "Implementation of the E-Surat Application at the Population and Civil Registration Service of Surabaya City". In the research journal, the researcher used a qualitative descriptive method. This research aims to describe how

the use of the E-Surat application in the implementation of the online disposition system at the Population and Civil Registration Service in Surabaya City. It can be concluded from the results of the research that has been conducted stated that the service and the Surabaya city government have implemented E-Surat in the internal bureaucracy and management of official administration. In implementing the use of the E-Surat application, the Population and Civil Registration Service of Surabaya City has carried out various forms of activities to support the smooth implementation of the E-Surat system policy. One form of activity that has been carried out is carrying out activities by getting used to using the disposition and use of the Digital Official Note application [11].

Based on the explanation above, the author is interested in selecting Bangah Village, Gedangan District, Sidoarjo Regency as the research location. This is because the implementation of digital administrative governance through the E-Buddy application in Bangah Village is still relatively new in the village government and still faces many problems. The purpose of choosing this location is because the author wants to analyze and describe how E-Buddy digital administrative governance improves village services in Bangah Village.

RESEARCH METHOD

This research method uses a descriptive approach with a qualitative research type conducted in Bangah Village, Gedangan District, Sidoarjo Regency. This type of research exists to identify the implementation of the research to be carried out, the subjects to be studied, as well as the methods of data collection, analysis and implementation will greatly influence the type of research to be used [12]. The sample of informants was determined by purposive sampling technique, namely the Village Head and Administrative Staff who have a direct relationship with the Sidoarjo E-Buddy application, with the focus of the research on the implementation of digital administrative governance to improve village services through the application. Data collection techniques in this study used observation, interviews and documentation methods. This study uses qualitative data analysis techniques with the interactive model of Miles and Hubberman as a guideline [13]. This analysis model was chosen because it is able to help in managing qualitative data systematically and presenting research results in a structured manner so that they are in accordance with the problem formulation regarding digital administrative governance through the E-Buddy application in Bangah Village.

RESULTS AND DISCUSSION

Results

Villages are required to offer public services to the people living in their administrative area as part of their autonomous powers [14]. To understand the digital-based management of official letters through the Sidoarjo E-Buddy application, the author uses the theory of good governance in rural local administration by [8], which contains six main principles: Legitimacy and Direction, Transparency and

Accountability, Participation, Performance and Information, Fairness and Capability, and Inclusivity. These six principles are important instruments for assessing the extent to which the E-Buddy application is able to improve the quality of administrative services. This can be measured or seen starting from:

1. Legitimacy and Direction

The implementation of the E-Buddy application in Bangah Village already has a clear legal basis, namely Sidoarjo Regent Regulation Number 30 of 2020 concerning Electronic Official Documents. As the Village Head said : " The legal basis for using this application is clear, because there is Sidoarjo Regent Regulation Number 30 of 2020. So we feel safe from the regulations in using E-Buddy for correspondence." This is important because previously the management of official letters was still done manually, so it often took longer.

However, despite the legal basis being in place, the policy direction at the village level remains unclear. The village head added: "Until now, there are no detailed SOPs, so sometimes we still forward letter dispositions via WhatsApp to expedite processing." The Village Secretary also emphasized that the lack of SOPs has left staff working according to their own habits: " There are no written technical guidelines, so sometimes each staff member has their own method. For example, some print letters directly from the application, while others save them first and then forward them via WhatsApp." This situation indicates that even though legal legitimacy has been fulfilled, operational policy direction is not yet structured. Implementation in the field remains flexible according to staff habits, rather than following standard written rules.

2. Transparency and Accountability

The Village Secretary revealed that the E-Buddy application has helped improve administrative transparency. He said: " All incoming mail is now recorded with an official number. For outgoing mail, there is an electronic signature barcode. This makes it easier to track when needed. " Administrative staff also acknowledged the benefits of E-Buddy: " With the digital system, it's easier for us to monitor incoming mail. No more lost mail; everything is archived in the application." This system makes it easier to track documents and minimizes recording errors. This is considered a significant improvement over the previous manual system.

However, accountability in record-keeping has not yet been fully realized. The Village Secretary added: "Sometimes dispositions are still sent via WhatsApp, so not all processes are recorded in the app." This leaves some correspondence undocumented, weakening accountability. In other words, there remains a gap between the technological potential provided by the app and the administrative practices carried out by village officials.

3. Participation

The participation of officials in using E-Buddy is still limited: " Ideally, all devices can use the application, but in fact, only I am active. If I am unable to, the letter process can be hampered, " (main admin informant). The village secretary also acknowledged the dominance of the main admin: " The ones who understand the most are the Head of TU

and General Affairs. Other staff usually only receive printouts or files. So, participation is not evenly distributed." This illustrates that the participation of village officials in using the application is not evenly distributed, resulting in dependence on certain individuals.

Furthermore, community participation in the evaluation is also not yet visible: "Residents do feel that the service is faster, but they have not been involved in providing input regarding the application," (village head informant). One staff member added: "Residents usually only know that letters are now completed more quickly. But they don't know the process behind it, let alone participate in the evaluation." This condition shows that although the application has provided real benefits to the community, the public participation mechanism for providing feedback or evaluation has not been provided by the village government.

4. Performance and Information

In terms of performance, the E-Buddy application has proven to speed up administrative services. As stated by an administrative staff member: "Previously, we had to wait for the Village Head's signature, but now we just need a digital signature. Residents don't have to wait long." The village head also acknowledged the benefits of E-Buddy: "With E-Buddy, outgoing mail can be processed more quickly. We also don't have to worry about lost mail, because the archives are automatically saved." This shows that digitalization has improved work efficiency and reduced bureaucratic obstacles that previously often occurred.

However, the application's performance is often still affected by technical issues. One staff member stated: "One of the biggest problems is the internet connection. If it's slow or there's an error, letters can't be processed immediately." The village secretary added: "There was also an error in the system, so we had to download the letter first, then manually send it to the Village Head via WhatsApp." This situation shows that although the application improves efficiency, network and system stability remain major obstacles that affect the smoothness of services.

5. Justice and ability (Fairness and Capability)

In terms of task distribution, there is an apparent inequality in the ability of village officials to operate the application. Application operation is still centralized on the main admin: "For young employees, they learn faster. But the senior ones have a bit of difficulty. In the end, a lot of work piles up on me," (main admin informant). The village secretary also highlighted the same thing: "There are staff who rarely even open the application. So, when a letter comes in, I often rely on the main admin." This reflects an imbalance in the distribution of responsibilities that causes some people to bear a greater burden than others.

The limited technological capabilities of village officials also pose a barrier. Younger officials are more adaptable, while senior officials face challenges with digital literacy. Consequently, even though applications are available, their use is uneven among all village officials. This inequality has the potential to reduce the effectiveness of administrative services due to unequal capacity.

6. Inclusivity

Technically, the E-Buddy application supports inclusivity because it can be accessed via computers or Android phones. However, in practice, the involvement of officials is still limited. A village staff member stated: " There are indeed some friends who rarely use it, even though the application can be easily accessed. So, it is still focused on the admin." The benefits of this application are already visible. The village head said: " Indeed, the benefits are already being felt, especially by residents. But unfortunately, not all village officials are actively using it." This shows, not all village officials are truly active in using the application.

From a community perspective, inclusivity is also still limited. Residents have indeed experienced the benefits of accelerated services, particularly in terms of digital signatures. However, they haven't been given the opportunity to provide feedback or participate in evaluating the app's use: " We've never conducted a community satisfaction survey regarding E-Buddy. So, we don't know how they rate this service, " (village secretary informant). Thus, inclusivity remains limited to receiving benefits, not involving them in the process of improving digital administrative services.

Discussion

1. Legitimacy and Direction

The principle of legitimacy and direction emphasizes the importance of a strong legal basis and clear policy direction in implementing the administrative system. The implementation of the E-Buddy application in Bangah Village has strong legal legitimacy because it is based on Sidoarjo Regent Regulation Number 30 of 2020 concerning Electronic Official Documents. This regulation provides legal certainty for the application's use as the village's official administrative system. With this legitimacy, the application has a legal basis for use in managing incoming and outgoing mail, as well as dispositions. However, this clear legal legitimacy has not been accompanied by consistent policy direction at the village level.

In the principle of legitimacy and direction can be assessed through three indicators: legal legitimacy, clarity of policy direction, and the availability of SOPs or technical guidelines. The research results show that policy direction remains weak due to the absence of specific SOPs that regulate application use in detail. The absence of SOPs often causes village officials to use informal channels such as WhatsApp to dispose of letters, even though the disposition feature is already available within the application. This indicates that despite strong legitimacy, policy direction is not well structured. As a result, application implementation is inconsistent and has the potential to lead to procedural differences between officials. To strengthen the principles of legitimacy and direction, village governments need to develop specific SOPs, so that the implementation of the E-Buddy is not only legally valid but also directed in daily practice.



Figure 2. E-Buddy Online Socialization
Source: Bangah Village Government

This previous research is relevant because it discusses the management of digital official letters using the Sidoarjo E-Buddy application, which shows that although E-Buddy already has strong legal legitimacy through a Regent's Regulation, implementation at the village level often faces obstacles. One of the main obstacles is the lack of technical SOPs that specifically regulate the application's use, so village officials tend to use informal channels such as WhatsApp to expedite disposition. This condition creates a gap between formal regulations and field practice. Therefore, the development of operational SOPs is considered crucial so that legal legitimacy can be followed by clear and measurable policy directions at the implementation level.

Based on the above description, it can be concluded that the principles of legitimacy and direction in the implementation of the E-Buddy application in Bangah Village have strong legal legitimacy. However, its implementation is not yet directed due to the lack of detailed technical SOPs, so officials often use informal channels such as WhatsApp for letter disposition. This condition indicates a gap between formal regulations and field practice. Therefore, the development of clear SOPs is necessary so that the implementation of E-Buddy is not only legally valid but also consistent and measurable in daily practice.

2. Transparency and Accountability

The principles of transparency and accountability emphasize openness in the delivery of information and accountability of officials in managing administration. Indicators include openness in document management, document tracking, and official recording of all administrative processes. Transparency and accountability are essential requirements for public services to gain public trust. In Bangah Village, transparency has begun to be realized through the digital recording of incoming and outgoing mail. Each document is accompanied by a letter number and an electronic signature barcode, allowing for easy tracking. This increases accountability because each process is formally recorded in the system. However, the practice of disposing of letters is still often done via WhatsApp, so not all processes are officially documented in the application.

This situation reduces transparency and accountability because some administrative processes are not recorded in the formal system. However, with a digital

system, it is hoped that all administrative information can be managed openly and accurately. To strengthen the principles of transparency and accountability, the village government needs to enforce regulations that require all dispositions to be made through the application, rather than informal channels. This way, all administrative processes can be officially documented and accounted for. This will also increase public trust in the transparency of public services in Bangah Village.

Table 2. Level of Transparency and Accountability of E-Buddy Application Use in Bangah Village

No	Transparency and Accountability Aspects	Conditions in the Field	Score (1-5)
1	Digital recording of incoming mail	It's running well, all incoming mail is recorded with an official number.	4
2	Digital recording of outgoing mail	Complete with electronic signature barcode	5
3	Disposition of letters via application	Still often done via WhatsApp, not officially documented	2
4	Access to information for village officials	Limited to main admin, not yet fully distributed	3
5	Accountability of official documents	There are formal notes in the application, but they are not consistent.	3

Source: Bangah Village Government



Figure 3. Menu on the Bangah Village E-Buddy Application
Source: Bangah Village Government

Previous research examining the effectiveness of the E-Buddy application in the Sidoarjo Regency DPRD Secretariat found that the digital recording system through E-

Buddy increased transparency because all documents were clearly recorded and traceable. However, the accountability aspect was not optimal because some officials were still reluctant to use official features for disposition and internal communication. As a result, some correspondence continued to be handled outside the application, thus reducing the level of administrative accountability. These results indicate that transparency can be achieved effectively through digitalization, but accountability requires consistent use of the system by all officials.

Based on the above description, it can be concluded that the principles of transparency and accountability in the implementation of E-Buddy in Bangah Village have begun to be realized through the digital recording of incoming and outgoing letters, complete with official numbers and electronic signature barcodes, so that documents can be clearly tracked. However, the practice of disposing of letters, which is still carried out via WhatsApp, means that some processes are not officially recorded, thus reducing openness and accountability. To strengthen this principle, the village government needs to ensure that all dispositions are carried out through the application so that all processes are formally documented.

3. Participation

The principle of participation emphasizes the active involvement of officials and the community in the administrative governance process. Indicators include the participation of village officials in application operation, equitable distribution of responsibilities, and the existence of community participation mechanisms. This principle is important because good governance involves more than just individuals but requires the involvement of all parties. Based on observations and interviews in Bangah Village, the level of participation among village officials remains low. Application use is predominantly controlled by the main administrator, while other village officials tend to rely on that administrator. This creates an imbalance in the involvement of officials, who should be able to share responsibilities. This minimal participation also demonstrates that the collective role of officials in supporting digital administration has not yet been achieved as expected.

From a community perspective, participation has also not been significant. While Bangah Village residents have benefited from faster administrative services, they have not been involved in evaluating or providing feedback on the application. There is no formal mechanism, such as a community satisfaction survey or a dialogue forum, that allows the public to voice their opinions. The principle of participation requires that the community be given space to contribute to improving service quality. Therefore, to strengthen the principle of participation, Bangah Village needs to involve more officials in the application's operation and provide communication channels that allow the public to actively participate in evaluating digital administrative services.



Figure 4: Bangah Village Apparatus Meeting with the Community

Source: Bangah Village Government

Previous research examining the implementation of digital applications in Kedungpeluk Village found that government officials' involvement in digital application use is often uneven, with only a handful of devices actively operating the system, while others merely receive the final results. Furthermore, the public, as service users, lacks a formal channel to provide input on application implementation. Citizen participation is limited to enjoying accelerated service delivery, with no room for evaluation or public consultation. This demonstrates that participation, both within government officials and the community, still needs to be strengthened to ensure that digital application implementation is truly inclusive and needs-based [2].

The principle of participation in the implementation of E-Buddy in Bangah Village has not been optimally implemented, both by officials and the community. Application use is still dominated by the main administrator, while other village officials tend to be passive, resulting in uneven internal participation. On the community side, residents only experience the benefits of accelerated services but have not been given the opportunity to provide input or evaluation. This indicates that the involvement of all parties is still weak and does not align with the principles of participatory governance. To strengthen this, there needs to be an even distribution of responsibilities among officials and formal mechanisms such as satisfaction surveys or dialogue forums to actively engage the community in improving the quality of digital services.

4. Performance and Information

The performance and information principle emphasizes the importance of improving the performance and reliability of information in administrative governance. Three indicators are used: service efficiency, information accuracy, and system continuity. These three indicators serve as benchmarks for whether an application truly improves public service performance or creates new obstacles [15]. The E-Buddy application has been proven to improve the efficiency of administrative services in Bangah Village. Correspondence processing is faster, the risk of archive loss is reduced, and the use of digital signatures expedites the document legalization process. This demonstrates that the application is capable of improving service performance compared

to the previous manual system. However, technical obstacles still frequently occur, such as internet network disruptions and system errors, which hinder the smooth operation of services.

Furthermore, information reliability has not been fully achieved. Although incoming and outgoing mail is documented in the system, informal communication channels like WhatsApp are still used to convey dispositions. This has the potential to reduce the accuracy of official documentation because not all processes are recorded in the application. To improve the principles of performance and information, village governments need to strengthen their digital infrastructure so that the application can run smoothly and without interruption. Furthermore, application use must be consistent so that all administrative information is recorded in the official system, not through informal channels. This will ensure more efficient, accurate, and sustainable service performance.

This is supported by the results of interviews with informants that "as an effort to commit to running this E-Buddy application, we always try to monitor and evaluate through various media, such as we have a WhatsApp group whose members consist specifically of E-Buddy application operators, and village visits every two times a year." Based on the results of the interview, understanding the bureaucratic or organizational structure in policy implementation can be done through the preparation of SOPs and proper division of labor. The Bangah Village Government must create clear SOPs and comply with the Principles of Good Governance in the use of the E-Buddy application. In addition, the E-Buddy application must also be properly monitored to ensure effective policy implementation.



Figure 5. Disposition of Letters via Bangah Village WhatsApp Group
Source: Bangah Village Government WhatsApp Group

Previous research discussing the implementation of the E-Surat application at the Surabaya City Population and Civil Registration Office stated that digitizing correspondence can improve the efficiency of public services, reduce the risk of archive loss, and expedite document issuance. However, the application's performance is still often hampered by technical issues, particularly limited internet connection and system errors that hinder smooth service. This condition is similar to what occurred in Bangah Village, where network disruptions were a major obstacle despite the application providing significant benefits. Thus, the success of digital applications is highly dependent on the readiness of supporting infrastructure, especially a stable internet network.

Based on the description above, it can be concluded that the performance and information principles in the implementation of E-Buddy in Bangah Village showed positive results because the application was able to improve the efficiency of administrative services, speed up the correspondence process with digital signatures, and reduce the risk of archive loss. However, technical obstacles such as internet network disruptions and system errors still hamper service continuity, while the use of informal channels such as WhatsApp for disposition reduces the accuracy of official documentation. This condition shows that although administrative performance is better than the manual system, information reliability has not been fully achieved. To strengthen this principle, Bangah Village needs to improve its digital infrastructure, enforce consistent application use, and develop clear SOPs and evaluation mechanisms so that service performance can be more efficient, accurate, and sustainable.

5. Justice and ability

The principles of fairness and capability emphasize the importance of fairness in the distribution of tasks and the ability of village officials to carry out their roles. Three indicators are identified: fairness in the division of labor, equal access to technology, and the ability of village officials to operate digital systems. These three indicators are crucial because good administrative governance can only be achieved if the workload is distributed fairly, each official has equal opportunity to access the application, and there is a uniform distribution of technical skills among village officials. Without these three elements, digital administration tends to be controlled by a handful of people, leading to inequality. In Bangah Village, the operation of the E-Buddy application is still largely centralized by the main administrator (the Head of Administration and General Affairs), while other village officials tend not to be actively involved. This creates an unfair distribution of the workload, with one official shouldering responsibilities that should be shared equally. This inequality is also evident in access to technological capabilities; younger village officials tend to adapt more quickly to the application, while senior officials face obstacles due to limited digital literacy. This situation indicates that the principles of fairness and capability have not been fully met, as opportunities and capacities among officials are not yet equal.

Furthermore, the limited capacity of civil servants to master the application impacts the effectiveness of administrative services. Applications that should be used collectively, however, appear to be mastered by only a handful of individuals. This gap in technical capabilities poses a potential risk if the main administrator is unable to

attend, potentially disrupting digital administrative services. To realize the principles of fairness and capability, efforts are needed to increase civil servant capacity through ongoing training, technical assistance, and a more equitable distribution of tasks. This ensures fairness in the division of roles and ensures that all civil servants have equal ability to operate the E-Buddy application.



Figure 6. Technical Guidance for Using the E-Buddy Application
Source from Live Streaming Technical Guidance

Previous research examining the implementation of the E-Buddy application program in the Prasung village government in Sidoarjo found that younger officials adapted more quickly to technology, while senior officials still faced difficulties due to limited digital literacy. This situation resulted in the digital administration workload being borne primarily by operators or main administrators, while other staff played a passive role. Consequently, the principle of fairness in work distribution was not met, and public services became vulnerable if the main administrator was unable to attend. These findings emphasize the importance of ongoing training and mentoring to ensure that all officials have equal capabilities.

Based on the above description, it can be concluded that the principles of fairness and capability in the implementation of E-Buddy in Bangah Village have not been fully met because application operation is still centralized by the main administrator, while other officials tend to be passive. This condition creates an unfair distribution of tasks and reveals a gap in capabilities, where younger officials are more quickly adapted to technology, while senior officials experience obstacles in digital literacy. As a result, administrative services are highly dependent on a small number of people and risk being disrupted if the main administrator is absent. To realize this principle, continuous training, technical assistance, and a more equitable division of tasks are needed so that all officials have equal opportunities and capabilities in operating the application. With these steps, digital administrative governance can be run more fairly, collectively, and sustainably.

6. Inclusivity

The principle of inclusivity emphasizes the involvement of all officials and the accessibility of services to the community. This indicator is important because good governance must provide equal opportunities for all parties to participate and benefit. In the context of digital administration, inclusivity means that applications can be used by

all village officials and that the results can be enjoyed equally by residents. The E-Buddy application technically supports inclusivity because it can be accessed via computers or Android smartphones. This provides officials with flexibility in choosing devices that suit their needs. However, in practice, inclusivity has not been fully realized. Some officials are still not actively involved in using the application, resulting in uneven digital administration across all village officials. This situation creates inequality in technology utilization, with only a small proportion of officials actually using the application to support administrative tasks.

From the community perspective, inclusivity is also not yet optimal. It's true that residents have benefited from faster services, particularly with digital signatures speeding up the process of correspondence. However, the public hasn't been given the opportunity to engage further, for example through feedback mechanisms or application evaluation forums. The principle of inclusivity demands the active involvement of all stakeholders, both officials and the community, to ensure services truly reflect shared needs. Therefore, Bangah Village needs to expand inclusivity by involving all officials in the application's operation and opening communication channels with the community to improve the quality of digital administrative services.



Figure 7. Joint Socialization for Digital Administration Services
Source: From Bangah Village Apparatus

Previous research on the digitalization of public services in Manunggal Jaya village stated that although digital applications are readily available and accessible to all officials, field practice shows that only a small portion of officials actively use them. While the community does feel the benefits of accelerated service delivery, they have not been involved in evaluation or decision-making regarding the applications. As a result, inclusivity is limited to the acceptance of benefits, not active involvement in the process. This research demonstrates the need for specific strategies to engage the wider community, such as through discussion forums or satisfaction surveys, to ensure that digital applications are truly inclusive.

Based on the above description, it can be concluded that the principle of inclusivity in the implementation of E-Buddy in Bangah Village has not been fully realized. Technically, the application supports broad access because it can be used via computers or smartphones, but in practice, only a portion of officials actively utilize it, resulting in

unequal use. From the community's perspective, although they have experienced the benefits of accelerated services, they have not been involved in the evaluation mechanism or provided feedback. This situation indicates that inclusivity is still limited to receiving benefits, not active involvement. To strengthen this principle, the village government needs to ensure all officials are involved in the application's operation and provide channels for community participation, so that digital administrative services can be more equitable, participatory, and oriented towards shared needs.

CONCLUSION

Fundamental Finding : The study concludes that the implementation of E-Buddy Digital Administrative Governance in Bangah Village has positively transformed village administrative services by accelerating correspondence, minimizing archive loss, and enabling the use of electronic signatures. However, the principles of good governance – particularly fairness, capability, inclusivity, and legitimacy – are not yet fully achieved due to uneven staff competence, limited participation, the absence of specific SOPs, and reliance on informal communication channels. **Implication :** These findings highlight that successful digital governance at the village level requires not only technological innovation but also institutional readiness, capacity building, and consistent procedural frameworks to ensure transparency, accountability, and equitable participation. Strengthening human resources and digital infrastructure can further enhance administrative efficiency and governance quality. **Limitation :** This study is limited by its focus on a single village context and qualitative data sources, which may restrict broader generalization to other localities with different administrative and digital capacities. **Future Research :** Subsequent studies should adopt comparative and mixed-method approaches to evaluate the impact of digital governance applications across multiple villages, exploring long-term sustainability, digital inclusion, and the role of community engagement in achieving effective e-governance implementation.

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