

Implementation of Electronic Government Through the People's Service System in Sidoarjo (SIPRAJA) in Tambakrejo Village, Waru District, Sidoarjo Regency

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ABSTRACT

The Regency Government (Pemkab) of Sidoarjo creates and develops a digital public service innovation, namely the Sidoarjo People's Service System (Sipraja) based on android applications and websites. This Sipraja is a concrete manifestation of the Sidoarjo Regency Government (Pemkab) in optimizing the equitable use of technology in the implementation of public services that provides 16 types of licensing services and administrative needs needed by the community, at the village/kelurahan, sub-district and district levels without having to queue. Tambakrejo Village is a village that has succeeded in implementing Sipraja in Sidoarjo Regency. The purpose of this study was to describe Sipraja in Tambakrejo Village, Waru District, Sidoarjo Regency. This type of research is descriptive research with a qualitative approach. To analyze this research, Surya and Amalia (2017) used four (4) critical success factors for implementing Electronic Government in Indonesia, which include Organization, Processes, Human and Technology. The results 2 showed that the implementation of Sipraja in Tambakrejo Village had been going well.

Keywords: Public Service, Electronic Government, Sipraja.

1. INTRODUCTION

Public services are all activities organized by the government as an effort to fulfil public needs and implement legislation. Law Number 25 Year 2009 article 1 paragraph (1) concerning Public Services states that public services are activities or series of activities in the context of fulfilling service needs in accordance with laws and regulations for every citizen and resident of goods, services, and/or administrative services, provided by public service providers.

In service delivery, the government is the party that manages the implementation of public services. So that the government is responsible for improving the quality of public services. The government is a public service provider who must be responsible for the community and continue to strive for quality services (Rukayat, 2017). The government was formed to meet the needs of the community in terms of public services and to organize public administration (Isbandono and Pawestri, 2019). With the realization of quality public services, it

will lead to community satisfaction with the services provided by the government.

In the implementation of public services, problems often arise that make services ineffective and inefficient. The unsatisfactory performance is mainly due to low availability, substandard quality of information, unreliable government services, and vulnerabilities in information security (Sabani, 2019). As an effort to improve service quality, the government needs to reform the bureaucracy. Bureaucratic reform is an effort that can be made by the government as a responsibility in providing public services to a better direction according to needs. Bureaucratic reform can realize good government governance, namely a clean bureaucracy, free of KKN, professional, efficient, effective, transparent and accountable, so that the government bureaucracy is able to produce and provide excellent public services (Syafriyani and Zaituna, 2018).

Public service problems are still common throughout Indonesia. In the results of the 2019 RI Ombudsman report, there were 7,903 reports from the public related

to public service problems. The report is of various substances. From the 2019 RI Ombudsman report data, population administration is one of the substances that has the highest number of reports, which is recorded at 249 reports. And from all regions of Indonesia, the most regional complaints reported to the Indonesian Ombudsman for East Java Representatives in 2019, it can be seen that Sidoarjo Regency ranks number two with 15 reports that have been submitted to the Indonesian Ombudsman Representative for East Java in 2019.

A common problem that often occurs in population administration services is that the services provided are still manual which causes frequent data errors when data is entered so that it will take a long time to process letters (Regita and Fanida, 2020). Administrative services that are still less effective and efficient are at the village/kelurahan level. At the village/kelurahan level, administrative services in the form of making certificates such as certificates of incapacity, domicile letters, business licenses, and other required documents are still done manually so people have to come to the village and queue up.

Electronic Government is the use of technology in the implementation of government administration as an effort to improve the quality of governance and public services that are clean, efficient and effective, as well as providing satisfactory services to the community. Indrajit (2002) explains that electronic government is a new interaction mechanism between the government and the community and other interested parties, involving the use of information technology (especially the internet) with the aim of improving service quality. Electronic government will become an integral part of the government's efforts to improve bureaucratic efficiency (Utama, 2020). Electronic government can be interpreted as a means to reduce corruption, increase transparency, and increase democratization (Hafid, 2017).

In the application of electronic government in the public service sector by the government, from year to year there has been an increase, namely not only the use of website-based services but has developed into applications (Eprilianto, Sari and Saputra, 2019). As done by the Sidoarjo Regency Government which implements electronic government in the government environment. As an effort to deal with the problem of population administration services, the Sidoarjo Regency Government creates an innovation for population administration services in the Android application, namely the Sidoarjo People Service System (Sipraja) which aims to facilitate the community. in taking care of documents and the needs of population administration in the working area of the village/kelurahan, and sub-district. With this Sipraja innovation, it is expected to be able to answer the needs

of the people of Sidoarjo which ensures the process is faster, easier, cheaper, and satisfying the residents. The emergence of the Sipraja application is motivated by the assumption that government services are complicated, slow, expensive, uncertain, and tiring (portal.sidoarjokab.go.id).

Sipraja is a public service based on android applications and websites that can manage 16 types of services needed from the village/kelurahan level to the sub-district level. Of the 16 services, including some of the authority of the Regent, has been delegated to the sub-districts. Sipraja was inaugurated by the Sidoarjo Regency Government (Pemkab) in February 2020. This Sipraja includes 18 sub-districts and villages or kelurahan totaling 353, one of which is Tambakrejo Village.

In the implementation of Sipraja in Tambakrejo Village, it has not fully run optimally. This is because the implementation of Sipraja in Tambakrejo Village has several obstacles. The obstacle is that there are still many people who do not know and have difficulty accessing it. This is because people are still used to the old system. In addition, this is the first time that Tambakrejo Village uses online-based public services in providing services to the community.

From this fact, the researcher considers it important to conduct research related to the implementation of electronic government through Sipraja in Tambakrejo Village. Therefore, researchers are interested in examining how the implementation of Sipraja in Tambakrejo Village with the research title "Implementation of Electronic Government Through the Sidoarjo People's Service System (Sipraja) in Tambakrejo Village, Waru District, Sidoarjo Regency".

2. METHOD

The type of research used in this research is descriptive research with a qualitative approach. Descriptive research with a qualitative approach. used to answer questions from the problems to be studied by providing an overview in the form of clear data about the problems studied.

The focus of this research refers to the four determinants of the success of implementing electronic government in Indonesia proposed by Surya and Amalia (2017) which include:

1. Organization

Organizational factors are strongly influenced by several indicators, namely leadership in organizational units, availability of IT policies and the existence of an IT master plan in the implementation of Sipraja in Tambakrejo Village.

2. Processes

In the Sipraja application process factors are influenced by three indicators. Standard Operational Indicators Procedures (SOP), communication and coordination, and ICT project management run by Tambakrejo Village in the implementation of Sipraja.

3. Human

Human Resources (HR) factors include commitment, competence and project management in the implementation of Sipraja in Tambakrejo Village. While the project management indicators refer to the process of implementing planning, organizing, mobilizing and monitoring.

4. Technology

The technological factor is an infrastructure that supports the implementation of Sipraja in Tambakrejo Village. On infrastructure indicators such as hardware, software and also computer networks that support the ease of carrying out the implementation of Sipraja.

Data collection techniques in the study of the application of Sipraja in Tambakrejo Village used observation, interviews, and documentation techniques as a way to obtain information. The instrument used to collect data in this research is an interview guide. In the data collection process, conducted by in-depth interviews with research sources to obtain accurate information.

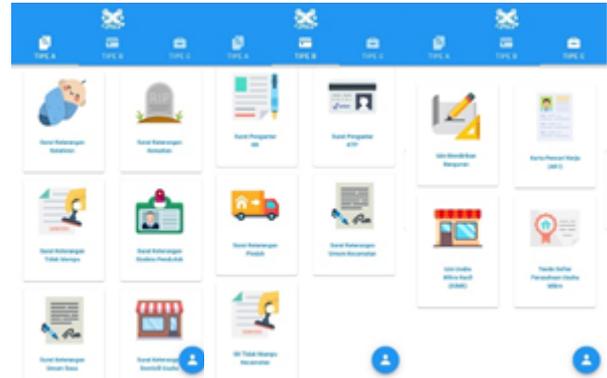
The research was conducted in Tambakrejo Village which is located on Jl. Raya Tambakrejo RT. 01 RW. 08 No. 01, Waru District, Sidoarjo Regency. There are three data collection techniques used, namely observation, interviews, and documentation. While the data analysis technique uses the Miles and Huberman interactive model cited by Sugiyono (2018), namely data collection, data processing, data presentation and drawing conclusions.

3. RESULT AND DISCUSSION

Application of electronic government in the environment government aims to improve the quality services in the public sector by utilizing advances in technology and information. Seeing the various problems of public service, The Sidoarjo Regency Government provides an innovation in public services, especially in public services administration in Sidoarjo Regency The innovations are Sipraja.

Sipraja is a public service based on android applications and websites that can manage 16 types of services needed from the village/kelurahan level to the sub-district level. There are 3 types of letters that can be processed through Sipraja to facilitate the submission of letters and documents. Type A consists of Birth Certificate, Death Certificate, Inability Certificate,

Resident Biodata Certificate, General Certificate, and Business Domicile Certificate. Type B consists of a cover letter for SKCK, KK and KTP from the village, a moving certificate, a sub-district general certificate, and a sub-district certificate of incapacity. Finally, Type C consists of a Building Construction Permit (IMB), Job Seeker Card (AK-I), Micro Small Business Permit (IUMK), and Micro Business Company Registration Certificate.



Source: Tambakrejo Village

Figure 3.1 Sipraja Menu Display

Sipraja was inaugurated by the Sidoarjo Regency Government (Pemkab) in February 2020. This Sipraja includes 18 sub-districts and 353 villages or kelurahan, one of which is Tambakrejo Village.

To find out the extent of the implementation of Sipraja in Tambakrejo Village, Waru District, Sidoarjo Regency, the researchers used the theory of four critical success factors for the implementation of Electronic Government in Indonesia, by Surya and Amalia (2017) which include:

1. Organization

a. Leadership in organizational units

Leaders are tasked and responsible for achieving organizational goals in accordance with the vision and mission that have been made. In achieving organizational goals, it takes the role of leaders who can encourage and move employees to be able to provide motivation so that in carrying out their duties and responsibilities well.

In this study, the application The Sipraja of Tambakrejo Village is led by the Village Head. The Tambakrejo Village Head is in charge and responsible for the services provided in Tambakrejo Village. One of them is in Sipraja. In practice, the Tambakrejo Village Head always provides input and encouragement to village officials so that they can provide good service to the community. In addition, the Village Head always maintains good cooperation with his employees. This is done to be able to achieve organizational goals in

accordance with the vision and mission that has been made.

In the implementation of Sipraja which was just implemented in Tambakrejo Village last year, the Tambakrejo Village Head always involved village officials in every decision making needed for problems that occurred in its implementation. Whenever there are problems that occur in the implementation of Sipraja, the Village Head provides opportunities for employees to provide opinions and input so that Sipraja can run properly in Tambakrejo Village. So that with the involvement of the Village Head and Village officials in the implementation, the problems that arise can be resolved immediately and do not become an obstacle to the implementation of Sipraja.

b. IT Policy

IT policy is a rule that is made and used for users in the use of information technology service facilities for the implementation of electronic government. With the IT policy, the process of implementing electronic government that is run will be able to run according to the rules that have been made.

In the implementation of the use of information technology for the implementation of Sipraja, Tambakrejo Village employees refer to the rules that have been made and mutually agreed upon between the Village Head and Village employees. These rules were made in general and existed before the implementation of Sipraja. And in practice, these rules are still obeyed and applied by Tambakrejo Village employees in the implementation of Sipraja. Although the rules were made only to the extent that they were not based on law, the Tambakrejo Village employees still uphold the rules that have been made.

With the existing IT policy in Tambakrejo Village even though the policy is not written, all Village officials understand on the basis of the mutual agreement. By complying with the rules made, the use of information technology for the implementation of Sipraja in Tambakrejo Village can run well and according to plan. So that Tambakrejo Village can provide good services to the community.

c. IT Master Plan

The IT master plan is a long-term plan designed by the organization in preparing the development of information systems in achieving organizational goals. In the implementation of Sipraja, Tambakrejo Village does not have a specially designed IT master plan. This is because the one who makes and manages the Sipraja application is the Sidoarjo Regency Government. Meanwhile, Tambakrejo Village is one of the villages in Sidoarjo Regency that implements Sipraja to provide services to the surrounding community.

Although it does not have an IT master plan specifically designed for the implementation of Sipraja, Tambakrejo Village has a design for the implementation of Sipraja. The design is a strategic step taken by Tambakrejo Village for success in implementing Sipraja. These strategic steps are to provide village employees who are competent in the implementation of Sipraja in Tambakrejo Village. Tambakrejo Village provides adequate technological infrastructure as a support so that Sipraja can run well and can serve the community. In addition, in the implementation of Sipraja in Tambakrejo Village, there are also consulting services via WhatsApp.

Based on the information above, it can be concluded that although one Tambakrejo does not have an IT master plan because it is not the maker and manager of Sipraja, Tambakrejo Village has its own strategic steps taken in the implementation of Sipraja and these strategic steps can be said to have been organized quite well. good. So that the implementation of Sipraja in Tambakrejo Village can run smoothly.

2. Process

a. Standard Operating Procedure (SOP)

The implementation of Standard Operating Procedure (SOP) to the programs being run will clarify the flow of implementation and the responsibilities of employees in carrying out their duties. SOP is used as a reference in running the program to avoid problems and uncertainty in the work.

In the implementation of Sipraja in Tambakrejo Village, in its implementation it refers to the SOP that has been set by the Sidoarjo Regency Government through the Regent's Circular Number 130/4522/438.1.1.1/2020 concerning Village and Subdistrict Services and Licensing in Sidoarjo Regency. The SOP is used to provide services to residents through the Sipraja System.

There are steps in making a letter as a reference for providing services to residents through Sipraja. Here are the steps in making a letter through sipraja:

Table 3.1 Steps for making Letters Through Sipraja in the village of Tambekrejo

1	Applicant downloads the Sipraja application via the android playstore
2	Applicant registers "NIK" by filling in personal data in the column provided. Files that need to be prepared when registering: a) No. phone that can receive SMS as notification b) Must have e-mail c) E-KTP (upload E-KTP documents with a capacity of no more than 2mb) d) KK (upload KK documents with a capacity of no more than 2mb)
3	After registering and uploading the required files,

	then the applicant opens the registered e-mail to get the login access user and password
4	The applicant logs in with the user and password that has been obtained via e-mail then selects the type of service needed (type A, type B, type C)
5	After selecting the type of service, the applicant fills out the form contained in the type of service, then saves the data
6	The village party (the Sipraja operator) checks the completeness and correctness of the data, if it is appropriate, it will be verified. If it is not complete, it will be contacted for completion.
7	The Village Party (the Sipraja operator) processes the letter and provides the TTD in the form of a barcode and data verification
8	After the letter is verified and signed by the village head, the applicant will receive a notification via SMS / WhatsApp / e-mail from the operator and the letter can be printed on its own.

In addition, there are requirements needed as a complementary file to make a letter. The following are the requirements in making a letter:

Table 3.2 Letter Making Requirements in the village of Tambakrejo

1.	Cover Letter RT-RW
2.	Photocopy of KK and KTP
3.	Statement Letter (if needed)
4.	Supporting files (if needed)

Source: Tambakrejo Village in 2021

From the information above, the implementation of services through Sipraja has been carried out based on the SOP that has been set based on the Regent's Circular Number 130/4522/438.1.1.1/2020 concerning Village and Subdistrict Services and Licensing in Sidoarjo Regency. In addition to the SOP, there are steps in service and what requirements are needed in the process of making letters.

b. Communication and Coordination

In the application of Sipraja in Tambakrejo Village, there are 2 kinds of communication and coordination, namely internal and external. Communication and coordination that is carried out internally involves all parties in the Tambakrejo Village office as service providers to the community. Communication and coordination are carried out by clearing the division of tasks in implementing the Sipraja implementation, the Village Head and the Village employees always maintain and establish good communication. Everything related to the implementation of Sipraja in Tambakrejo Village.

While on external communication, namely between the village and the community. In Sipraja in Tambakrejo Village, the Village introduces the implementation of Sipraja by holding outreach to all heads of the

Neighborhood Association (RT) and Community Association (RW) in Tambakrejo Village as well as providing training by bringing in direct sources for Sipraja makers and managers. These resource persons were brought in to provide a direct explanation of the stages in operating the Sipraja application, starting from the web address, the registration process, to the stages of managing letters.

From the results of the study, it was found that there were still many people who did not know about the changes in the service system carried out by Tambakrejo Village from the manual system to the online system. These results were found by the authors when conducting research. There are people who still come to the village office to make the required letters.

This is understood by the village because of the large number of people in Tambakrejo Village so that information on changes to the service system has not been evenly distributed. However, from the village side, they still serve the elderly who have difficulty in making letters through Sipraja. But not with young people. The Village Party will help by guiding how to use the Sipraja application. Thus, this is one of the efforts made by the Village as a socialization to the community regarding the implementation and use of Sipraja.

From the information above, the communication and coordination carried out by the village related to the implementation of Sipraja in Tambakrejo Village is quite good. This is because the implementation of Sipraja implementation can still run smoothly without serious problems.

c. ICT Project Management

ICT project management indicators refer to the process of planning, organizing, directing and supervising ICT in the implementation of Sipraja in Tambakrejo Village. Project management consists of four basic functions, namely: Planning, Organizing, Actuating, and Controlling

In this study, the maker of the Sipraja application was the Sidoarjo Regency Government, while Tambakrejo Village was only one of the villages that implemented the application to provide services to the community. In the planning aspect, the Sidoarjo Regency Government as the maker and manager of the Sipraja application designed it quite well and paid attention to the needs of the Sidoarjo community. So that the features in the Sipraja application are in accordance with the needs and services to the community can be provided quickly. In planning the making of Sipraja there are no obstacles faced, because the planning is really done carefully, and in the course of this Sipraja application the Sidoarjo Regency Government always upgrades existing features to be able to provide even better services.

In the aspect of organizing, Tambakrejo Village has employees who are tasked with providing services to the community through Sipraja. In the implementation of Sipraja in Tambakrejo Village, there are two employees who have different tasks. A clear division of tasks in the implementation of Sipraja in Tambakrejo Village can make all parties in the organization able to carry out their duties effectively and efficiently in accordance with organizational goals. In organizing the implementation of Sipraja in Tambakrejo Village, there are no obstacles that can hinder the organizing process. Tambakrejo Village has prepared competent human resources and adequate technological infrastructure in the implementation of Sipraja.

In terms of actuating, which is the process of mobilizing so that the program can be run, the Sidoarjo Regency Government provides socialization and training to village officials so that they can operate Sipraja properly. Tambakrejo village itself also took the initiative in providing training and technical guidance to all RT RW and surrounding community institutions in order to know and operate Sipraja. At the beginning of the implementation of Sipraja, it was felt that the socialization carried out was lacking, so that there were still residents of Tambakrejo Village who did not understand Sipraja. However, over time and the Village continues to provide services to the community by guiding them to be able to access Sipraja, so that at this time Sipraja can run smoothly without any obstacles that hinder the running of Sipraja in Tambakrejo Village.

On the controlling aspect, System monitoring carried out by the Government Sidoarjo Regency is to create a group WhatsApp which contains Sipraja operators throughout Villages / urban villages in Sidoarjo. In addition, the Sidoarjo Regency Government (Pemkab) has also added a complaint feature in the Sipraja application, so that Sipraja operators in each village can easily complain about the obstacles they face. In conducting supervision, there are no obstacles that can hinder the monitoring process. Because monitoring is carried out systematically and carried out by employees who are experts in their fields.

Based on the information above, it can be concluded that the steps taken in the implementation of Sipraja in Tambakrejo Village can be said to have been structured quite well. So that the implementation of Sipraja in Tambakrejo Village until now can run smoothly.

3. Human

a. Commitment

One of the most important factors in implementing a program in an organization is the commitment of members of the organization. It takes employee commitment in implementing electronic governance,

because with a strong commitment from members, the programs that will be run in an organization can run well and in accordance with organizational goals.

In the implementation of Sipraja in Tambakrejo Village, the commitment of the leaders and employees is very large. The Village Head as a leader in Tambakrejo Village continues to encourage employees to provide the best service for the residents of Tambakrejo Village. Tambakrejo Village employees always try to provide the best service to the community in the service of Sipraja. The commitment of the Village Head and the Village employees is to achieve the goals of Tambakrejo Village in order to be literate with existing technological developments and assist in making it easier to meet the needs of Tambakrejo Village residents.

Based on this information, it has been shown that the implementation of Sipraja in Tambakrejo Village is strongly supported by a high commitment from the employees and the Village Head. With a high commitment from the Village Head as the leader and the employees as community servants, the implementation of Sipraja in Tambakrejo Village runs smoothly and in accordance with applicable procedures.

b. Competence

Success in implementing electronic government is also influenced by the abilities and skills possessed by employees. Having competent employees will make it easier to run a program and can provide the best service to the community. To have competent employees can be done by providing direction and training to employees.

In running Sipraja in Tambakrejo Village, there are two employees, namely Pak Rozi and Mbak Novi. The two officers have different tasks in operating Sipraja. Pak Rozi served as operator for public services and Mbak Novi served as population service. Pak Rozi and Mbak Novi are employees in Tambakrejo Village who previously served as TU Coordinator and Head of Government Administration.

It's just that before running Sipraja, they were given technical guidance training. The technical guidance training from the Sidoarjo Regency Government was given to Tambakrejo Village employees who would later be assigned to operate Sipraja.

The existence of Sipraja operation training certainly has an impact on employees and the organization. Employees will be more facilitated in carrying out the new tasks that have been given. And, Tambakrejo Village can provide fast service to the community.

c. Unit Management

One of the success factors for implementing electronic government is unit management. With a clear unit management, the implementation of the program to

be carried out can run according to the duties and responsibilities of each party. So that the program will be able to run in accordance with organizational goals.

In the implementation of Sipraja in Tambakrejo Village there is a clear division of tasks. There are two operators in charge of operating Sipraja, namely Mr. Rozi and Ms. Novi. These two operators have different duties, Mr. Rozi is the operator for public services and Ms. Novi is the population service. The division of tasks in the implementation of Sipraja is an initiative carried out by Tambakrejo Village and in accordance with the main duties of the position holder.

The division of work tasks is carried out by the village because the services provided can be focused and can run effectively and efficiently. In addition, with a clear division of labour, it will facilitate supervision and monitoring in the provision of services through Sipraja

The implementation of Sipraja in Tambakrejo Village is supported by a clear organizational structure and division of labour so that employees know what the limits of their work responsibilities are. In addition, the division of tasks facilitates supervision and monitoring in the implementation of Sipraja in Tambakrejo Village.

4. Technology

a. Technology Infrastructure

The next success factor for implementing electronic government is technology infrastructure. With the support of infrastructure such as software or hardware, it will facilitate the implementation of electronic government. Technology infrastructure is one of the most important factors in the success of electronic government in the government environment.

The implementation of electronic government through Sipraja in Tambakrejo Village, the only hardware needed is a computer/laptop and a wifi network. To support the implementation of Sipraja in Tambakrejo Village so that it can run smoothly, Tambakrejo Village did not make changes related to computers/laptops, because before Sipraja, Tambakrejo Village already used computers/laptops in their services and after changing services with Sipraja computers/laptops were still being used. support for use, so that only maintenance is carried out. However, for the wifi network, network additions are made.

Apart from hardware support, the Sipraja system itself provides features that are made based on the needs of the community and sub-district/village employees. In the Sipraja application, it has used an electronic signature and stamp that has been certified by the Electronic Certification Center (BSRE) of the National Crypto Agency and is protected by the Law on Electronic Information and Transactions. So that the

letter generated from Sipraja already has an electronic transaction barcode code.

And, within one year of Sipraja, feature development continues to be carried out by the Sidoarjo Regency Government. One of the features added by the Sidoarjo Regency Government is the complaint feature. This feature is used for sipraja operators from all villages/kelurahan to make complaints if there are problems.

Based on the information above, Sipraja has been supported by features that can facilitate the community and village officials in providing letter-making services to the community. The implementation of Sipraja in Tambakrejo Village has also been supported by computer/laptop devices and an adequate wifi network. In addition, hardware maintenance and additional wifi networks are also carried out to minimize the occurrence of obstacles to Sipraja services.

b. Ease of Use of the App

The ease of use of the application is also very influential on the success of the implementation of electronic government. The ease of use of the application is how. The more the use of the application can be accessed easily, the more

The Sidoarjo People's Service System was released in 2020 by the Sidoarjo Regency Government as an application developer and manager. The Sipraja application was created as an effort by the Sidoarjo Regency Government to make it easier to serve the community. Sipraja users are residents and kelurahan/village officers. The Sipraja application can be accessed through an Android-based application that can be downloaded from the app store and a website that can be accessed via <https://sipraja.sidoarjokab.go.id>. This Sipraja application can be accessed anywhere, anytime and only requires an internet connection to access it.

Sipraja itself provides features that are made based on service needs in making letters. There are three types of letters in the Sipraja feature. Type A consists of Birth Certificate, Death Certificate, Inability Certificate, Resident Biodata Certificate, General Certificate, and Business Domicile Certificate. Type B consists of a cover letter for SKCK, KK and KTP from the village, a moving certificate, a sub-district general certificate, and a sub-district certificate of incapacity. Meanwhile, Type C consists of a Building Construction Permit (IMB), a Job Seeker Card (AK-I), a Micro Small Business Permit (IUMK), and a Micro Business Company Registration Certificate.

Based on an analysis of the ease of use of the Sipraja application in Tambakrejo Village, so far it can be said to be good. Many people have been able to access and operate the Sipraja application from home. So, there is

no need to come to the office to make the required letters. So that this application can be easily reached by all levels of society.

4. CONCLUSION

Sipraja is a digital public service innovation in making online certificates in villages/kelurahan created by the Sidoarjo Regency Government with the aim of providing convenience to the community in getting services to take care of making certificates at the village/kelurahan office.

Based on the analysis that has been done, the implementation of electronic government through Sipraja can be said to have been going well. This is supported by the success factors for implementing electronic government according to Surya and Amalia (2017). There are several factors that support the successful implementation of electronic government. On the leadership factor, a leader in Tambakrejo Village has such a great influence in providing services through Sipraja. The leader is in charge of providing direction and support to employees. In addition, in making decisions, the Tambakrejo Village leader also involves his employees to express their opinions.

On the IT policy factor, although Tambakrejo Village does not have written regulations, all Village officials understand on the basis of the mutual agreement. By complying with the rules made, the use of information technology for the implementation of Sipraja in Tambakrejo Village can run well and according to plan. So that Tambakrejo Village can provide good services to the community.

On the IT master plan factor, Tambakrejo Village does not have an IT master plan in the implementation of Sipraja. This is because Tambakrejo Village is not the creator and manager of the Sipraja application but only as one of the villages in Sidoarjo Regency that implements Sipraja to provide services to the community around the implementer. although Tambakrejo Village does not have an IT master plan, Tambakrejo Village has strategic steps taken in the implementation of Sipraja and these strategic steps can be said to have been organized quite well.

On the Standard Operating Procedure (SOP) factor, the implementation of Sipraja in Tambakrejo Village has been carried out based on the established SOP. The SOP used is the Regent's Circular Number 130/4522/438.1.1.1/2020 concerning Village and District Licensing and Services in Sidoarjo Regency. In addition, there is information related to the steps and requirements that are posted on the walls of the village office so that residents can easily find out what is needed when writing letters at the village office.

On the communication and coordination factor, the Tambakrejo Village government always maintains communication and coordination with related parties, namely with the center and also with the community. So that in its implementation there are no serious obstacles that can hinder the running of services to the community.

The project management factor in the implementation of Sipraja in Tambakrejo Village can be said to have been organized quite well. Although, there are aspects in outreach to the community that are less in-depth.

The next factor is the commitment factor, the commitment of the village head and employees in the implementation of Sipraja is quite high. The employees always strive to provide the best service to the community. So that the implementation of Sipraja runs as expected.

The next factor is the competence factor. The competencies possessed by village employees in the implementation of Sipraja are very qualified. This is because, before Sipraja was implemented in Tambakrejo Village, the employees assigned as Sipraja operators were given technical guidance training related to Sipraja.

In the unit management factor, there is a clear organizational structure and division of labor so that employees know what the limits of their work responsibilities are. In addition, the division of tasks facilitates supervision and monitoring in the implementation of Sipraja in Tambakrejo Village.

Another success factor for implementing electronic government is the factor of technological expertise and technology infrastructure. In terms of technology infrastructure, Sipraja is supported by features needed by the community and village officials. In Tambakrejo Village, the implementation of Sipraja has been supported by adequate devices, namely computer devices and wifi networks.

The next factor is the ease of use of the application. In using the Sipraja application, it is very easy to use. The Sipraja application can be accessed through an Android-based application that can be downloaded from the app store and a website that can be accessed via <https://sipraja.sidoarjokab.go.id>. This Sipraja application can be accessed anywhere, anytime and only requires an internet connection to access it.

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