

AN ANALYSIS OF GOOD GOVERNANCE IMPLEMENTATION IN THE SIPRAJA APPLICATION TO IMPROVE THE PUBLIC SERVICE BUREAUCRATIC SYSTEM IN SIDOARJO

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ABSTRACT

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This study aims to assess the extent to which the principles of good governance are applied in using the SIPRAJA (Sidoarjo Public Service Information System) application, especially in the context of digitizing public services in the field of personnel in Sidoarjo Regency. The approach used is qualitative, with data collection methods through interviews, direct observation, and document analysis. This study uses secondary data as a source of information. The results of the study indicate that SIPRAJA has adopted several principles of good governance, such as openness of information (transparency), performance responsibility (accountability), and community involvement in the service process (participation). Even so, there are still obstacles such as low public understanding of digital technology and limited supporting facilities available. The use of SIPRAJA has been proven to be able to accelerate services and increase accuracy in

managing personnel data. Overall, this application has been running in line with the principles of good governance, but there needs to be an improvement in terms of technological infrastructure and education for the community so that the digitalization of services can run more optimally in the future.

Keywords: Good governance, digitalization, SIPRAJA, public services, personnel

INTRODUCTION

Public service, as defined in "Paragraph 1 of Article 1 of Law Number 25 of 2009", refers to a series of activities aimed at fulfilling service needs in accordance with legal provisions for all citizens and residents in the form of goods, services, and/or administrative assistance provided by public service institutions. The implementation of public services encompasses all government institutions, from regional to central levels (Satria, 2016). Public service is a fundamental obligation of the state and must be carried out by government institutions, including local governments, as the primary providers of public service. This aligns with one of the demands of public bureaucratic reform, namely, reform in government bureaucracy itself. Service delivery is considered efficient when bureaucratic outputs are achieved without coercive practices that impose additional costs on the public—such as bribery, "voluntary" contributions, or unofficial charges during service processes (Demante & Dwiyanto, 2019).

According to Mertins Jr. (2003), there are four essential principles that should guide the enhancement of public services: (1) Equality, which entails providing equal treatment to all individuals; (2) Equity, which means delivering services fairly and based on each individual's needs; (3) Loyalty to legal frameworks, leadership, and colleagues; and (4) Responsibility, requiring government officials to perform their duties with full accountability and to accept the consequences of their actions. Public service providers, both at the national and regional levels, are expected to deliver high-quality services that adhere to defined standards, rather than offering merely basic or minimal support. Quality public service is widely regarded as a benchmark for the implementation of good governance in Indonesia. The concept of good governance

emerged as a response to perceived inadequacies in government performance concerning public interest. Implementing good governance requires a phased approach that is adaptive to the government's capacity, the level of public participation, and the dynamic nature of market conditions. One effective strategy for achieving this is by improving the quality of public service delivery (Maryam, 2016).

In today's digital and globalized era, technology is evolving rapidly, necessitating more innovative public services to enhance information accessibility—including administrative services at the village and sub-district levels (Kadiwano, 2020). Globalization has driven nations to seek faster, more efficient, and interconnected service systems. In response, the Sidoarjo Regency has begun embracing technological advancements by digitizing public service delivery through mobile and web-based applications. This innovation aims to bring services closer to the public, simplify access, enhance service quality, and reduce service-related costs (Alih Aji Nugroho & Edy Sutrisno, 2020).

Law Number 23 of 2014 on Regional Government mandates the decentralization of authority to local governments with the objective of accelerating public service delivery and improving service effectiveness. This transfer of authority grants local governments the autonomy to manage their own administrative affairs. A key feature of territorial governance is the provision of various public services to local communities, especially those under the jurisdiction of district, municipal, or provincial governments. These responsibilities include the provision of public infrastructure and institutions, education, welfare activities, administrative governance, social welfare services, and civil registration.

In accordance with the principles of public service delivery and effective governance, government institutions are mandated to provide public services as one of their core responsibilities. As stipulated in Law No. 25 of 2009 on Public Services, the government is legally obligated to ensure the implementation of public service provision. One of the notable innovations in this regard is the SIPRAJA application (Sistem Pelayanan Rakyat Sidoarjo), an initiative introduced by the Sidoarjo Regency Government to enhance service delivery. The SIPRAJA platform is accessible via both a mobile application and a website, and it was officially launched by the Regent of Sidoarjo on Wednesday, September 25, 2019, with a public announcement made in February 2020. The service currently covers 18 subdistricts, 322 villages, and 31 urban wards. The SIPRAJA service is expected to streamline administrative processes and help fulfill the basic needs of the Sidoarjo community. According to the Regent of Sidoarjo, the primary aim of SIPRAJA is to address long-standing issues in government service delivery, which has often been criticized as complex, slow, expensive, ambiguous, and burdensome. Through this innovation, the local government seeks to promote a more efficient, transparent, and citizen-friendly service delivery system.

METHOD

This study on the implementation of good governance within the SIPRAJA application, aimed at supporting the digitalization of public service delivery in Sidoarjo, employs a qualitative descriptive method. According to Sugiyono (2016, p. 9), this approach is grounded in post-positivist philosophy and is used to investigate phenomena in their natural settings. The objective of qualitative research is to describe, explain, and provide an in-depth understanding of the issue under study by examining individuals, groups, or events in a detailed manner. The focus of this research lies in analyzing the application of good governance principles, as formulated by the United Nations Development Programme (UNDP) and elaborated by Sedarmayanti (2004). Among the various principles outlined, the researcher has selected five core principles deemed most relevant for evaluating the quality of public services and the effectiveness of governance. These principles are: accountability, transparency, participation, effectiveness, and rule of law. These five were chosen because they represent the fundamental values of good governance and serve as an appropriate analytical framework for this study.

RESULTS

Innovation is defined as a renewal or transformation that emerges within a specific context, creating a new state that differs from previous conditions. It also serves as a solution to overcome prevailing challenges (Tranggono et al., 2021). According to Prabowo et al. (2022), innovation in the public service sector is likewise essential for addressing organizational bottlenecks and overcoming systemic rigidity in government institutions. The public sector, which traditionally maintains bureaucratic rigidity and status

quo practices, requires reform through the cultivation of an innovation-oriented culture. While innovation was once primarily associated with the dynamic private sector, the concept is now gradually being adopted within public sector environments. The SIPRAJA application in Sidoarjo Regency exemplifies a public service innovation developed to address various administrative constraints and to meet the evolving needs of the community. This application transforms previously manual and time-consuming service processes into systems that are faster, more accessible, and more efficient—eliminating the need for in-person visits to government offices. In addition, the platform enhances transparency and governmental accountability in service delivery. The existence of SIPRAJA serves as concrete evidence of a local government's ability to adapt to technological advancements while striving to provide improved digitally-based public services.

Good governance plays a crucial role in determining the level of public satisfaction with the services provided by the government. Consequently, civil servants (PNS) are required to perform their duties professionally to ensure the smooth delivery of public services. According to the UNDP framework, as cited by Sedarmayanti (2004), there are five key indicators used to assess the performance of government employees in delivering services to the public, namely:

1. Accountability

Accountability in the use of the SIPRAJA application is evident not only in the services received by the public, but also in the performance of the civil servants responsible for managing the system. The personnel tasked with overseeing and processing data within SIPRAJA bear significant responsibility in ensuring that all information entered and handled complies with applicable regulations and is accurately communicated to the public. Every stage in the system—from service request submission to document approval—is recorded digitally, enabling easier tracking and performance evaluation of employees. This transparent system ensures that each staff member is held accountable for their actions, thereby minimizing the risk of errors or data misuse and ensuring fast and accurate service delivery. Such a level of accountability also enhances public trust, as citizens are able to monitor and review each process and decision made by government officials..

An accountable system gives the public confidence that their requests are being processed professionally and in accordance with established procedures. Moreover, accountability motivates civil servants to act more carefully and attentively, knowing that every step they take is subject to monitoring and evaluation. Strong accountability in the implementation of SIPRAJA plays a crucial role in establishing optimal and satisfying public services, as every decision made can be clearly and transparently justified.

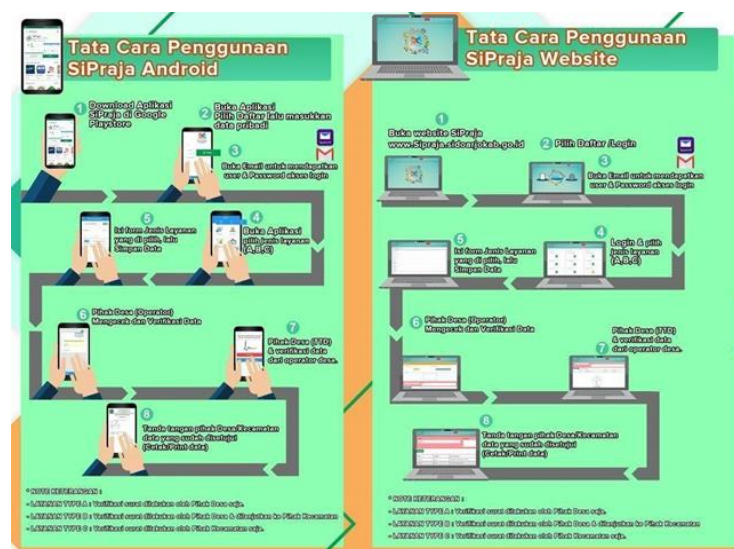
Officials involved in the implementation of the SIPRAJA application carry a significant responsibility for managing citizens' data and information, while ensuring that each service process runs smoothly and is completed in a timely manner. Accountability encompasses all actions taken by employees, from the initial service request to the finalization of the requested documents. Each action and decision is digitally logged within the system, allowing for straightforward monitoring and assessment.

2. Transparency

Transparency in the implementation of the SIPRAJA application is essential to ensure that every stage of the public service process can be clearly monitored by the community. For the civil servants working behind the system, transparency requires them to carry out their duties openly, where every data entry and decision made is meticulously recorded within the system. For example, the status of a service request or a document being processed can be directly tracked by the public, allowing them to see the current position of their application and an estimated time for its completion.

Employees responsible for managing the application are also obligated to provide explanations for decisions made—especially when changes or service disruptions occur.

In such cases, they must inform the public transparently, offering clear, understandable explanations and outlining follow-up steps or solutions. This openness enables the community to follow service processes more easily and prevents them from feeling neglected or excluded. Furthermore, transparency minimizes the risk of misunderstandings and enhances public trust in both the system and the performance of civil servants. Knowing that their actions are visible and subject to public evaluation encourages government employees to work more carefully and professionally. In this way, transparency not only supports more accountable governance but also strengthens the relationship between the government and its citizens, contributing to the overall effectiveness of public service delivery.



Picture 1
Usage Procedures of the SIPRAJA Application
Source: www.panrb.com

Although the principle of openness is implemented, the confidentiality of citizens' personal data remains protected by both local village authorities and the central government. The same standard applies to service costs and procedures, which are considered publicly accessible by the village government. In addition, the SIPRAJA application offers highly accessible services, particularly for managing civil registration documents and other administrative affairs, thus simplifying public interactions with government processes.

It is expected that the SIPRAJA platform will continue to expand its information transparency efforts in order to reach a diverse audience with varying backgrounds, needs, and objectives—reflecting the inclusive nature of government bureaucracy. Today, the public is increasingly active and critical in monitoring government performance, whether through public discourse or organized demonstrations. This demand for openness is closely tied to access to information, particularly regarding decision-making processes and the dissemination of official data. Therefore, the role of the government in maintaining transparency is essential to ensure that SIPRAJA evolves into a more transparent system. An open government allows the public to assess how the state responds to feedback, encourages dialogue, and supports the expression of public aspirations in a constructive and democratic manner.

3. Participation

Participation plays a critical role in the implementation of the SIPRAJA application, even though civil servants typically work behind the scenes without direct interaction with the public. Government employees involved in managing this system must engage fully in every stage of the service delivery process, ensuring that all requests and applications are handled properly and in accordance with established procedures. Although they do not face the public directly, their active participation is evident in how they manage data, respond to technical issues, and ensure the smooth functioning of the system.

For government employees, participation also entails maximizing the potential of SIPRAJA to deliver efficient and responsive services that align with the evolving needs of society. Beyond simply operating the system, they are expected to provide constructive feedback for its improvement, thereby contributing to a more adaptive platform capable of addressing increasingly complex administrative demands. The performance of back-end staff has a direct impact on the quality of service received by the public, particularly in terms of document processing speed and the accuracy of information provided. By engaging actively, employees go beyond fulfilling routine administrative duties—they contribute to the creation of a more efficient and transparent service system. Such participation ensures that, despite their limited visibility to the public, the services delivered remain optimal and satisfactory. The active involvement of personnel is therefore crucial to the overall success of SIPRAJA and plays a significant role in building public trust and satisfaction.

Citizen participation is equally important. The public is encouraged to provide feedback or lodge complaints regarding the services they receive, which in turn serves as a foundation for continuous quality improvement. With an open and accessible platform, citizens have the opportunity to engage directly with the government, offering input and monitoring service delivery processes. Ultimately, the success of SIPRAJA depends on how well government staff and the public collaborate and participate, fostering a public service system that is more transparent, efficient, and responsive to shared needs.

4. Effectiveness

The effectiveness of civil servants in utilizing the SIPRAJA application in Sidoarjo can be observed through their ability to manage administrative processes online in a well-organized and efficient manner. This application significantly facilitates public access to various administrative services without requiring physical visits to village or district offices, thereby saving both time and effort. Civil servants responsible for managing the system play a crucial role in ensuring that every service request is processed promptly and in compliance with applicable regulations.

Their effectiveness is reflected in their ability to verify data, ensure the completeness of required documents, and respond to any issues that arise during the process in a timely and accurate manner. As SIPRAJA is an online-based platform, staff must also be capable of managing and monitoring service workflows in real-time, offering feedback or clarifications to the public when necessary, and ensuring that services are completed within designated timeframes. Through SIPRAJA, the performance of public service employees in Sidoarjo becomes more measurable and transparent, resulting in services that are faster, more accurate, and more satisfactory for the community. The successful implementation of this application demonstrates that civil servants can perform their duties effectively, even when working behind the scenes, as they remain actively engaged in each phase of the service process.



Picture 2

SIPRAJA can be accessed anytime and anywhere

Source: www.pamkabsidoarjo.com

Through the SIPRAJA program, the public is encouraged to take advantage of the rapid advancements in information technology. There are two primary ways to access the SIPRAJA services. First, through its official website at www.SIPRAJA.sidoarjokab.go.id, where users can create a personal account by submitting their personal data. Once all requirements are fulfilled, the user must wait for verification from the village authorities before proceeding with the service application process. Second, access is available through the mobile application, which represents the latest development of the program. Initially, SIPRAJA services were only available via the website. However, with the introduction of the mobile version, the public now enjoys more convenient access through their smartphones, using a process that closely mirrors that of the website.

5. Rule of Law

The implementation of the SIPRAJA (Sistem Pelayanan Rakyat Sidoarjo) application plays a crucial role in enhancing the quality of public services in Sidoarjo Regency. In this context, the legal framework governing the use of SIPRAJA aims to ensure that the application operates transparently, efficiently, and accountably by all stakeholders involved, including both government officials and the general public. For government employees, the legal provisions serve as a clear guideline for their responsibilities in utilizing SIPRAJA to perform administrative tasks and deliver fast, accurate services to citizens. The system is expected to simplify service processes, reduce bureaucratic complexity, and improve the overall effectiveness of public service delivery.

For the public, the legal framework ensures their right to receive fair and transparent services through the SIPRAJA platform. Citizens can easily access relevant information and services—such as permit applications, administrative inquiries, and other available features—through the system. The law also mandates that data managed within SIPRAJA must be accessible and accurate, thereby enabling the public to participate actively in monitoring and providing feedback on the quality of services received. With clear legal standards in place, SIPRAJA is expected to strengthen the relationship between

the government and the public, and to increase public trust in local government. The success of SIPRAJA's implementation largely depends on the consistent application of these legal norms, as well as the readiness and competency of human resources at both government and community levels in effectively utilizing this technology.

DISCUSSION

The Implementation of SIPRAJA as a Public Service Innovation in Sidoarjo

Innovation is a process of renewal that arises in specific contexts, creating new conditions that differ from those previously established. According to Tranggono et al. (2021), innovation also functions as a solution to overcome problems encountered at a given time. Similarly, Prabowo et al. (2022) emphasize that innovation in public service sectors serves as a strategic approach to address institutional stagnation and organizational bottlenecks in government institutions. Public sector systems, which tend to be rigid and uphold the status quo, must undergo transformation by fostering a culture of innovation. While innovation has traditionally been associated with the dynamic environment of the private sector, it is increasingly being adapted and applied within the public domain. This shift signals a positive transformation, wherein innovation is gradually gaining recognition and acceptance within government institutions. The cultivation and strengthening of an innovation-oriented culture are crucial in enabling public organizations to respond to rapid external dynamics and the growing demand for change. Societal changes, driven by improved levels of literacy and awareness of citizen rights, have resulted in increased expectations toward public service delivery. As a result, public institutions are now required to be more adaptive and responsive to these evolving demands. Valuable lessons in public sector innovation can be drawn from the challenges encountered during the implementation of information and communication technologies (ICT) in Indonesia's government system, along with various state-led initiatives aimed at developing electronic public services (e-services). In recent years, the urgency to innovate in public service delivery has gained significant momentum, positioning innovation as a central pillar in enhancing the efficiency, transparency, and responsiveness of governance.

One of the key strategies to establish effective and efficient governance is the implementation of an Electronic-Based Government System (Sistem Pemerintahan Berbasis Elektronik/SPBE). SPBE refers to a system that utilizes Information and Communication Technology (ICT) in an integrated manner for managing governmental administration and delivering public services. Indonesia has begun adopting SPBE with the aim of enhancing governmental responsiveness to society, particularly in the field of public administration. The use of digital systems is becoming a fundamental requirement in realizing transparent and open governance (Prabowo, Hadi, et al., 2022). An example of a digital innovation supporting SPBE implementation at the regional level is the SIPRAJA application (Sistem Pelayanan Rakyat Sidoarjo), which was developed by the Sidoarjo Regency Government. This application is designed to facilitate public access to a wide range of government services, such as administrative documentation, licensing, and public reporting, in a more rapid and efficient manner. SIPRAJA integrates ICT in line with the principles of SPBE, aiming to establish governance that is transparent, responsive, and accountable. With the existence of SIPRAJA, citizens in Sidoarjo no longer need to undergo time-consuming manual procedures, as public services can now be accessed digitally anytime and anywhere. Beyond improving the quality of public services, SIPRAJA represents a strategic step toward realizing an effective and efficient electronic-based government.



Picture 3
Display of SIPRAJA Application

The Sidoarjo Public Service System Application (SIPRAJA) enables residents of Sidoarjo Regency to conveniently access a wide range of public services via Android-based mobile devices. Through this application, users can manage 16 types of administrative services available at the village/kelurahan, sub-district, and regency levels. To facilitate the submission and processing of official letters and documents, SIPRAJA organizes its services into four main categories of documents, streamlining the service experience for users and ensuring administrative efficiency. Type A includes documents such as Birth Certificates, Death Certificates, Certificates of Financial Hardship, Resident Biodata Certificates, General Certificates, and Business Domicile Certificates. Type B covers documents including Introductory Letters for Family Cards (KK) and Identity Cards (KTP) issued by the village, Moving Certificates, General Certificates issued by the sub-district, Certificates of Financial Hardship from the sub-district, and Inheritance Certificates. Type C comprises permits and registrations such as New Micro and Small Business Licenses (UMK), Job Seeker Cards, and Building Permits (IMB). Type D includes services related to the Regional Revenue Agency (BPPD – taxation), the Social Affairs Office (DINSOS), the Department of Manpower (DISNAKER), and the District Attorney’s Office. Lastly, Type E focuses on employment-related services, including job fairs and posting job vacancies..

CONCLUSION

The use of the SIPRAJA (Sistem Pelayanan Rakyat Sidoarjo) application represents a key example of digital innovation in public services, supporting the implementation of the Electronic-Based Government System (Sistem Pemerintahan Berbasis Elektronik or SPBE). This application aims to improve the quality of public services by delivering fast, transparent, and accountable administrative processes. SIPRAJA not only facilitates easier access for citizens to administrative services online but also contributes to more efficient governance management. The success of this application is determined by the implementation of several core principles of good governance, namely::

1. **Accountability:** Every process is digitally recorded, enabling performance assessment of civil servants and fostering public trust.
2. **Transparency:** The service processes can be clearly monitored, ensuring the availability of information without compromising the confidentiality of personal data.
3. **Participation:** Government employees and the public collaborate to ensure the system operates smoothly and sustainably.
4. **Effectiveness:** The use of this application has improved service efficiency by reducing bureaucratic hurdles and accelerating administrative completion.
5. **Rule of Law:** Ensures that service processes are conducted transparently, fairly, and accurately. This legal framework also protects citizens' rights to quality services and provides clear guidelines for government officials in performing their duties.

RECOMMENDATION FOR DEVELOPMENTS

1. Enhance Public Awareness and Digital Literacy

It is recommended to conduct more proactive public outreach regarding the use of the SIPRAJA application. This can be achieved through social media campaigns, civic forums, and direct training sessions to ensure broader community engagement and understanding of the platform..

2. Optimize SIPRAJA Features and Services

To uphold the principles of responsiveness and effectiveness in good governance, the features of the SIPRAJA application should be regularly evaluated and developed. This ensures alignment with community needs and the evolving dynamics of public service delivery.

3. Increase Capacity of Public Service Personnel

Ongoing training and support should be provided for local government officials involved in digital service delivery. Strengthening their understanding of both the SIPRAJA system and good governance principles will enable the provision of services that are both effective and professional.

4. Improve the Public Complaints and Oversight System

Local governments are advised to establish accessible and responsive complaint channels within the SIPRAJA application. This will ensure that public grievances are addressed promptly and transparently, reinforcing accountability and citizen trust..

5. Implement Routine Monitoring and Evaluation

The Sidoarjo Regency Government should conduct regular monitoring and evaluation of the SIPRAJA application. This includes incorporating user feedback to support continuous improvement and to enhance the quality and reliability of digital public services.

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