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Readiness and Organizational Communication Climate of Sidoarjo District Government in Implementing Smart Governance

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Abstract

Smart governance is one dimension in a smart city that focuses on governance. In its implementation, there are many obstacles faced by local government organizations in Sidoarjo Regency. This study aims to analyze and explain the readiness and communication climate of local government organizations in the Sidoarjo Regency in implementing smart governance. This explanatory quantitative study used a sample of 117 respondents distributed among nine local government organizations. Data was collected through a questionnaire distribution arranged into three variables: readiness, organizational environment, and smart governance. The collected data was coded, processed, and tested for validity, reliability, homogeneity, linearity, normality, and heteroscedasticity. Furthermore, the data were analyzed using multiple linear regression analysis. The results of the study show that readiness and organizational communication climate simultaneously have a positive and significant influence on the implementation of smart governance with an R coefficient of 66.5%. The success of implementing smart governance depends on the readiness of resources and infrastructure as well as a conducive communication climate.

Keywords: *Smart Governance, Readiness, Communication Climate*

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Kesiapan dan Iklim Komunikasi Organisasi Pemerintah Kabupaten Sidoarjo Dalam Menerapkan Smart Governance

Abstrak

Smart governance merupakan salah satu dimensi dalam smart city yang menitikberatkan pada tata kelola pemerintahan. Dalam penerapannya, terdapat banyak kendala yang dihadapi oleh organisasi pemerintah daerah di Kabupaten Sidoarjo. Penelitian ini bertujuan untuk menganalisis dan menjelaskan kesiapan dan iklim komunikasi organisasi pemerintah daerah di Kabupaten Sidoarjo dalam menerapkan smart governance. Penelitian kuantitatif eksplanatif ini menggunakan sampel sebanyak 117 responden yang tersebar pada sembilan organisasi pemerintah daerah. Pengumpulan data dilakukan melalui penyebaran kuesioner yang disusun menjadi tiga variabel yaitu kesiapan, lingkungan organisasi, dan smart governance. Data yang terkumpul dikodekan, diolah, dan diuji validitas, reliabilitas, homogenitas, linearitas, normalitas, dan heteroskedastisitas. Selanjutnya data

dianalisis menggunakan analisis regresi linier berganda. Hasil penelitian menunjukkan bahwa kesiapan dan iklim komunikasi organisasi secara simultan memiliki pengaruh positif dan signifikan terhadap penerapan smart governance dengan koefisien R sebesar 66,5%. Keberhasilan penerapan smart governance bergantung pada kesiapan sumber daya dan infrastruktur serta iklim komunikasi yang kondusif.

Kata kunci: Tata Kelola Cerdas, Kesiapan, Iklim Komunikasi

Introduction

Smart governance is governance that aims to foster the process of empowering and increasing community participation in government services (Nursetiawan & Putra, 2021). Smart governance is one part of a smart city that focuses on bureaucratic governance (Amalia et al., 2023; Wahyuni et al., 2021). Smart government aims to foster the process of empowerment and participation from the community to the government (Seftyana et al., 2022). Good cooperation between the government and the community can create effective and efficient governance because the government can be fair, honest, democratic, the quality of public services can be better (Ramadhani et al., 2022).

Smart governance is the foundation of smart city development in Indonesia by integrating ICT in governance, increasing efficiency, transparency, and public participation (Diskominfo.tangerangkota.go.id, 2024; Nurmiyati, 2021). The implementation of smart governance in Indonesia is realized through the use of information and communication technology to improve the efficiency and transparency of public services in various cities (Susanto, 2021). Tangerang City, for example, presents the Super App Tangerang LIVE and Tangerang AYO applications that integrate various public services in one digital platform, as well as the Public Service Mall with hundreds of services from various agencies (Fitriana & Arif, 2024). Surabaya implements e-Kios and an online licensing system that makes it easier for people to access services without having to move between agencies, and has a smart city control center to monitor services in real-time (Gamatechno.com, 2024). Bandung built a Command Center and developed e-government applications such as e-budgeting and e-planning to support transparency and community participation in city management (Zulfiani et al., 2023). Jakarta through Jakarta Smart City and JAKI application provides various digital services, open data, and community reporting channels to increase citizen engagement and government transparency (Barunea et al., 2023). In general, the implementation of smart governance in these cities encourages faster, easier, and more participatory public services, although it is still faced with challenges of equal distribution of digital literacy and data integration between agencies (Olii & Ibrahim, 2024).

The implementation of *smart governance* in Sidoarjo District is supported by the SIPRAJA application which integrates population administration, licensing and non-licensing services in one digital platform that is easily accessible to the public (Kadir et al., 2023). This

application reaches all villages and sub-districts in Sidoarjo and involves various government agencies to improve the efficiency and transparency of public services (Chiqmah & Choiriyah, 2022). The local government's commitment is also emphasized through Regent Regulation No. 46/2018 on Technology and Communication Governance Towards Smart City, which serves as a regulatory basis for *smart governance* development. In addition to SIPRAJA, Sidoarjo developed various other applications such as e-SPPT, e-Reclame, Dataku, and Smart ASN to support the digitization of services and human resource management (Isnaini Agustin & Usrotin Choiriyah, 2022). Local governments actively conduct socialization and training so that the community and apparatus can make optimal use of this technology (Riani et al., 2025). A collaborative approach with various stakeholders strengthens the implementation of smart governance, making Sidoarjo an example of success in the Movement Towards 100 Smart Cities program in Indonesia (Hartiningtyas & Choiriyah, 2024).

The main challenges of *smart governance* in Sidoarjo Regency and in the context of Indonesia include disparities in digital infrastructure, where 89% of major cities are connected by *fiber optic*, but many remote villages still depend on 3G signals or are not yet covered by broadband networks. Regional budget allocation for digitalization is still low, only around 23% of the APBD, while human resource capacity is also limited with 54% of ASN in disadvantaged areas not yet mastering basic e-government (Kompasiana, 2024).

Data security threats and cyber-attacks reached 1.2 million cases in 2022, adding to the complexity of implementation. The government encourages the acceleration of digital transformation through regulations such as Presidential Regulation No. 95/2018 on Electronic-Based Government Systems (SPBE) to improve the quality of public services (Aditya & Ramdani, 2025; Olii & Ibrahim, 2024; Septiani, 2024).

Several studies relevant to *smart governance* such as research in Toba Regency and Makassar City show that collaboration between stakeholders and the commitment of local leaders are critical to the success of smart governance, but there are still challenges related to dependence, uncertainty, and suboptimal incentives (Setiawan, 2024). The study in Tanjungpinang City highlights limited human resources competent in digital technology as a major obstacle, despite the existence of supportive local regulations (Arsyad et al., 2022). Studies in the Capital City of the Archipelago (IKN) emphasize the need for effective smart governance principles to improve transparency, efficiency, and public services, as well as the challenges of integrating digital technology with governance (Rumbayan, 2023; Mahayani, 2024; Sitorus, 2019). Evaluations in various regions reveal low system integration, budget and infrastructure limitations, as well as bureaucratic resistance and lack of HR training as significant barriers (Herdiyanti et al., 2019). Other studies confirm that the success of smart governance is highly dependent on the readiness of ICT infrastructure, competent human resources, budget, and work environment conducive

to collaboration and innovation (Ulya & Tarigan, 2017; Annisah, 2018; Samsuar & Mediyanti, 2020), synergy and coordination among local government agencies or organizations (Suryansyah et al., 2019), organizational communication climate (Mandala et al., 2023; Beama et al., 2022; Tafary & Prasetyawati, 2025). The research gap also shows a lack of attention to the development of organizational culture and continuous HR capacity building, so a holistic approach that combines technical aspects and organizational culture is needed to realize smart governance towards a successful smart city in Indonesia.

Based on these problems, this study aims to analyze and explain the readiness and organizational communication climate of the Sidoarjo Regency local government in implementing *smart governance* and its effect on *smart governance*. The basic concepts used in this study are readiness according to Abadi (2015), organizational communication climate according to Pace and Don cited by Abadi (2021), and *smart governance* according to Cohen (2013).

Literature review

Readiness and Organizational Communication Climate in the Context of Smart Governance

Organizational communication climate, organizational readiness, and smart governance are closely interrelated in supporting organizational transformation and success, particularly in the context of change and smart governance. A positive organizational communication climate creates an open work environment, supports information exchange, and builds trust, which ultimately increases organizational readiness to deal with change and adopt smart governance principles (Erlyani et al., 2024; Quilon & Perreras, 2020; Guenduez & Mergel, 2022; Mumtaz et al., 2024; Alanc & Kitapci, 2024).

Organizational communication climate is a shared perception of the quality of communication within the organization, including openness, clarity, trust, and participation. A good communication climate encourages effective information exchange, builds trust, and increases employee involvement in the change process (Erlyani et al., 2024; Quilon & Perreras, 2020). Indicators of the company's communication climate are the comfort of the workspace, the availability of office stationery, the availability of transportation equipment, the availability of electricity resources, the availability of water resources, the availability of communication tools, the availability of places of worship, the availability of information sources, the suitability of educational qualifications with tasks, understanding of job duties, the ability to complete job tasks properly and on time, cooperation between employees, harmonious working relationships with fellow employees, discipline at work, the availability of standard operating procedures (SOPs), relationships with partner institutions, the implementation of coordination with other institutions, and communication with other institutions, and constructive feedback (Erlyani et al., 2024; Quilon & Perreras, 2020), 2024; Quilon & Perreras, 2020) .

Organizational readiness is the level of mental, structural, and resource readiness to accept and implement change. In this study, organizational readiness refers to a series of strategic steps taken by local

governments in managing information and communication technology (ICT), disseminating public information, and encouraging community involvement in an effective and sustainable manner. A positive communication climate and organizational trust have been shown to increase individual and organizational readiness in the face of change, including in the context of new governance or digital transformation (Alanc & Kitapci, 2024; Erlyani et al., 2024; Mumtaz et al., 2024).

This readiness is measured through indicators such as the availability of strategic plans, legal policies, ICT infrastructure, quality and number of human resources, budget allocations, institutions, coordinated policy communication across all related units (Bahlamar & Abadi, 2023; Rianto & Lestari, 2022), positive attitudes towards change, management support, employee involvement, and *change* efficacy (Saphira et al., 2024; Mumtaz et al., 2023; Kitapci & Alanc, 2024).

Smart governance is organizational governance that promotes transparency, participation, innovation, and the use of technology to improve effectiveness and accountability. Important elements in smart governance include infrastructure, open government, digital services, social and public services, and transparent and participatory decision-making processes. Organizational readiness and a good communication climate are important foundations for implementing smart governance, because they support collaboration, innovation, and data-driven decision making (Quilon & Perreras, 2020; Guenduez & Mergel, 2022). For this reason, indicators that can be used to measure smart governance include hardware (communication and information tools), software (hardware support applications), data and information (information dissemination tools), organizational structure (structural positions under the top leader), communication (the process of direction and explanation), and the attitude of implementers (subjective motivation of individuals in the organization) (Quilon & Perreras, 2020; Guenduez & Mergel, 2022). Anopenand supportive organizational communication climate builds trust and increases organizational readiness for change. This readiness is an important prerequisite for adopting smart governance, where participation, innovation and collaboration are indispensable. These three aspects form a mutually reinforcing cycle: good communication, high readiness, effective smart governance implementation (Quilon & Perreras, 2020; Saphira et al., 2024; Guenduez & Mergel, 2022; Mumtaz et al., 2023; Kitapci & Alanc, 2024).

Methods

This research uses an explanatory quantitative approach, which is research that seeks to examine the effect of readiness, organizational communication climate, on the implementation of *smart governance*. The location of this research is in Sidoarjo Regency. The fundamental reason for conducting this research is because all OPDs in Sidoarjo Regency have several applications to implement *smart governance*. Determination of the sample using *simple random sampling* technique. The sample of this study was 117 respondents spread across nine local government organizations as a database.

The primary data collection that researchers choose is a questionnaire. The questionnaire was prepared using readiness variables (X1) including: technology, innovation, people (HR), self-development. Organizational communication climate (X2) includes internal environment and external environment. The implementation of *smart governance* (Y) includes hardware, software, data and i nformati on, organizational structure, communication, attitude of implementers. Responses to the questionnaire questions used a Likert scale. There are five response options in the questionnaire according to a score of 1-5.

The results of the validity test show that readiness (X1), organizational environment (X2), and *smart governance* implementation (Y) are all valid items. Next for the reliability test, it shows that the Cronbach's alpha value in readiness is 0.679, the organizational environment is 0.901, and the application of *smart governance* is 0.869. Thus, the reliability test results show that both variables in the research instrument are reliable. It is clear that each questionnaire submitted can produce data that is aligned and can be used by this study. After carrying out the validity and reliability tests, after that testing the normality of the data that this study has met the assumption of normality.

Table 1. Reliability, Linearity, & Multicollinearity Tests

Variables	Cronbach's Alpha	N of Items	Description
Readiness	0.679	4	Reliable
Communicatio n Climate			Reliable
Organizational	0.901	18	
Smart			Reliable
Governance	0.869	6	
	Linearity	Alpha Significanc e	
Readiness	0.000	< 0.05	Linear
Communicatio n Climate Organizational	0.000	< 0.05	Linear
	Tolerance	VIF	
Readiness	.882	1.134	Multicollineari ty Free
Communicatio n Climate Organizational	.882	1.134	Multicollineari ty Free

Source: Primary Data Processing, 2023

Table 1 also shows that this research data is free from multicollinearity. The classic assumption test results have a VIF value still below 10. The next test is the heteroscedasticity test. This test is used to determine the inequality that occurs in variants due to differences in variants with different observations. The test results of the smart governance implementation data are free from heteroscedasticity and collinearity tests. The test results show the Durbin Watson (DW) value of 2,546 so that the data can be declared free from the autocorrelation test.

The hypothesis test that researchers choose is using multiple linear regression analysis. The hypothesis states that readiness has a positive effect on the implementation of smart governance, the organizational communication climate has a positive effect on the implementation of smart governance. Finally, readiness and organizational environment have a positive effect on the implementation of smart governance. Below is the determination of hypothesis acceptance in this study:

H0 is accepted if the calculated probability is greater than the alpha significance (0.05). This means that the working hypothesis (Ha) is rejected and H0 is accepted.

Ha is accepted if the calculated probability is smaller than the alpha significance (0.05). This means that the working hypothesis (Ha) is accepted and H0 is rejected.

Results and Discussion

Smart governance is part of a smart city that prioritizes the regulatory side and government processes. The implementation of smart governance in this study is interpreted by the application of e-government which explains information systems including computers, websites and applications. The application below is present as a support process for the concept of smart governance in Sidoarjo Regency.

Table 2. Data on Regional Apparatus Organizations (OPD) in Sidoarjo District

No.	OPD	Application Name
1	Sidoarjo District Inspectorate	E- Consulting: online consultation facility (village/sub-district level throughout the district) Sidoarjo
2	District Regional Secretariat Sidoarjo	Sidoarjo Public Service System (SIPRAJA): 16 types of public services (village, sub-district and district levels)
3	Secretariat of the Regency DPRD Sidoarjo	Do not have application
4	Planning and Development Agency of the Sidoarjo Regency	CSR: service scale priority as material planning
5	Regional Civil Service Agency of the Sidoarjo Regency	E-Performance: service for ASN to report work targets, realization, and assessment of civil servant work performance.
6	Regional Tax Service Agency	Sidoarjo Regional Tax Application (APDS): service related tax
7	Management Body Finance and Regional Assets of the Sidoarjo Regency	Sidoarjo Regional Finance System (SIKSDA): service information finance.
8	Unitary Body Nation and Politics	System Recommendation Research (SIDALI): service licensing study
9	Disaster Management Agency Regional Disaster	Sidoarjo Responsive (SIGAP): fast service in handling and anticipating disasters.
10	Department of Communication and Information	E- Clippings: clipping news around Government activities in Sidoarjo Regency.
11	Population and Registration Service Civil	Ceiling Civil Registry: service field administration population
12	labor offices	Do not have application
13	public health office	SIKDA: bridging data communication services (health center level, home sick, duty health Regency / City / Province / Ministry of Health.
14	Department of Women›s Empowerment and Child Protection, KB	Do not have application
15	Social Services	Do not have application
16	Department of Housing, Settlement, Public Works and Spatial Planning	Do not have application

No.	OPD	Application Name
17	Department of Investment and PTPS	Integrated Service Licensing System (SIPPADU): service licensing based on electronic
18	Department of Food and Agriculture	SCC: service making SKKH and SKKPH / related letter health for animals
19	Department of Cooperatives and Micro Enterprises	Digital Data for Cooperatives and Micro Enterprises (DITAKOPUM): a service for perpetrator cooperatives to report their finances.
20	Department of Education and Culture	Basic Education Data (Dapodik): data collection system managed by the Department of Education and Culture.
21	Population Service Sports and Tourism	Do not have application
22	Department of Public Works, Highways and Water Resources	Do not have application
23	Department of Industry and Trade	Trading Data Information Regency Sidoarjo (INDAGO) : service field trading
24	Department of Community and Village Empowerment	Do not have application
25	Department of Transportation	E- KIR: periodic vehicle testing registration service by online
26	Library and Archives Service	SIDIRA : *digital library* data services
27	Department of Environment and Sanitation	SIKOLING: service public related document environment by online
28	Fisheries Service	Do not have application
29	Civil Service Police Unit Praja	Service Online Aspirations and Complaints (LAPOR): service complaints about public services
30	Regional public hospital	Santri (SMS queue, House Sick): service counter / queue patient by online
31	Regional Drinking Water Company (PDAM)	Do not have application

Source: Primary Data Processing, 2024

Of the 32 regional apparatus organizations (OPDs) in Sidoarjo Regency, 22 have developed innovative digital applications, while the other 10 OPDs do not yet have innovative applications. The various applications, such as SIPRAJA, E-Consulting, SIKSDA, E-Kinerja, APDS, Dataku, SIPPADU, DITAKOPUM, and LAPOR, support public services in various sectors ranging from consultation, finance, licensing, to community complaints (Angela Christiana Yosephine & Tukiman, 2024; Hakim Kubro & Arif, 2023; Isnaini Agustin & Usrotin Choiriyah, 2022) . This application innovation facilitates service access, improves bureaucratic efficiency, and encourages the digitization of government administration, as seen in the E-Kinerja application which makes ASN reporting more efficient and SIPRAJA which accelerates public services at the village to district level (Nurlita et al., 2024) . However, there are still OPDs that do not have application innovations, such as the Social Service, Housing Office, PDAM, and several others, which shows the need to accelerate digitalization evenly throughout the agency (Mauludi & Nurrahman, 2024; Syahronny et al., 2024) .

Digital applications in Sidoarjo not only support internal efficiency but also

strengthen community empowerment and public participation. For example, the DITAKOPUM app facilitates online financial reporting of cooperatives and MSMEs, while E-Lapor improves public access to submit aspirations or complaints in a transparent and accountable manner (Ayu et al., 2025; Sari et al., 2022) . In addition, the Dataku application developed with the Central Bureau of Statistics provides a platform for public data and information, supporting transparent and accurate data-based decision making. Other innovations such as Plavon Dukcapil facilitate online population administration services, speed up the process and increase public satisfaction (Muhajir et al., 2022) .

The digitization of public services in Sidoarjo is also supported by the concept of smart governance that emphasizes transparency, efficiency and collaboration between stakeholders. The Sidoarjo District Government continues to encourage the development of new applications and integration of services through the Public Service Mall (MPP) and one-stop service system, so that people can access various services in one place more easily and quickly. However, challenges remain, such as suboptimal utilization of applications by the community due to limited digital literacy and access to technology in some areas.

Overall, digital application innovation in Sidoarjo District has brought significant changes in governance and public services, but continuous efforts are still needed to expand the scope of digitalization to all OPDs and improve public digital literacy. Active community involvement and cross-sector collaboration are key to the success of smart governance, so that public services can continue to develop to be more responsive, transparent and accountable.

Smart Governance: The Influence of Readiness and Organizational Communication Climate

To form smart governance, efforts are needed to foster the process of empowerment and readiness of government and society. Readiness is the ability that individuals have both mentally, physically, and learning facilities (Irma Gusti, 2017) . Physical readiness can be seen through a person's energy, health, mentality in carrying out an activity (Dalyono, 2005) . In addition to readiness, the organizational communication climate can also affect the implementation of smart governance. Organizational communication climate is an important element that exists inside or outside the organization and can affect organizational goals in a complex / partial manner (Marhumi, 2018) .

The results of this study indicate that there are variables that are thought to affect smart governance in Sidoarjo Regency, including readiness and organizational communication climate. This research hypothesis states that readiness and organizational communication climate have a joint and partial effect on smart governance in Sidoarjo Regency.

Table 3. Factors that influence smart governance

Coefficients[a]					
Model	Unstandardized Coefficients	Standardized Coefficients		T	Sig.
	B	Std. Error	Beta		
(Constant)	.881	1.970		.447	.657
(X1) Readiness	.424	.106	.346	4.010	.000
(X2) Organizational Communication Climate	.260	.035	.638	7.396	.000

Dependent Variable: (Y) smart governance
Description:
n : 117 R : 0.824
R Square : 0.678 Adjusted R Square: 0.665
F count: 51.652 df= 2 F sig: 0.000
Siga : 0.05
Durbin-Watson : 1.65 < 2.546 < 2.35 (no autocorrelation)
Data distribution : normal
Model equation: $Y = 0.881 + 0.360\ X_1 + 0.260\ X_2$
Predictors: (contans), Readiness (X1), Organizational Communication Climate (X2)
Dependent variable: smart governance

Source: Primary Data Processing, 2023

Readiness has a positive effect on smart governance in Sidoarjo Regency. The table (figure) of the T-test results shows that the t_{count} value is 4.010 so that the significance of the t-count probability is 0.000 < than the Alpha significance (0.05). Because the significance of the t-count is smaller than the Alpha significance, the hypothesis that readiness has an effect on smart governance in Sidoarjo Regency **can be accepted**.

Organizational communication climate has a positive effect on smart governance in Sidoarjo Regency. The table (figure) of the T-test results shows that the t_{count} value is 7.396 so that the significance of the t-count probability is 0.000 < than the Alpha significance (0.05). Because the significance of the t-count is smaller than the Alpha significance, the hypothesis that readiness affects smart governance Sidoarjo district **is accepted**. (0.000)< from α (0.05), the hypothesis that readiness and organizational environment simultaneously and positively affect the smart governance of Sidoarjo Regency **can be accepted**.

The influence of the two variables of readiness and communication climate on smart governance based on Adjusted R-squared is 0.665. This means that readiness and organizational communication climate affect the implementation of smart governance in Sidoarjo Regency by 66.5% and leaves 33.5% influenced by different factors. Thus it can be seen that simultaneously or together there is a significant influence between readiness (X_1) and organizational environment (X_2) on the implementation of smart governance in Sidoarjo Regency (Y). The implementation of smart governance in this study is interpreted as the implementation of e- government so that it explains more about computer-based information systems.

Partially, the factors that affect smart governance are readiness and organizational communication climate. In this case, both variables affect smart governance. The percentage of **readiness** indicators that have an influence on the implementation of smart governance includes technology (79%), innovation (81%), human resources (HR) (80%), and self-development (52%). This study shows that readiness can be used to implement smart governance in Sidoarjo Regency effectively and efficiently. Recent studies confirm that the success of smart governance implementation depends on organizational readiness and a conducive communication climate. Organizational readiness includes aspects of technology, innovation, human resources (HR), and ASN capacity development that are the foundation for adopting electronic-based government systems effectively and efficiently (Mariano, 2018; Nursetiawan & Putra, 2021; Wibowo, 2022). In addition, readiness also involves the availability of ICT infrastructure, clear policies, and strong management support, which significantly improves the quality of digital public services (Anggraina et al., 2020; Rahmawati & Prasetyo, 2024).

contribution of the organizational environment reaching 63.8%. The internal environment, which includes workspace comfort, availability of facilities such as stationery, transportation, electricity, water, communication tools, places of worship, and information sources, has a significant influence on the effectiveness of smart governance. In addition, aspects of suitability of educational qualifications, understanding of tasks, ability to complete work, cooperation, harmony of working relationships, discipline, and availability of SOPs are also very decisive, with most indicators recording percentages above 70%. The external environment, such as relationships and coordination with partner institutions and cross-agency communication, also strengthens the implementation of smart governance, with indicators also showing high influence.

This research is in line with previous findings that confirm that the work environment and organizational communication climate play an important role in improving employee performance and governance effectiveness (Magdalena et al., 2023; Azmi & Djunaedi, 2022). Another study also revealed that the relationship between the community, regional apparatus organizations (OPDs), and the government, as well as the collaboration of stakeholders, contribute greatly to the success of *smart city* implementation (Negara, 2021; Nday & Djunaedi, 2021). Research results in South Tangerang City even confirm that both internal and external environments equally influence the success of smart cities (Azmi & Djunaedi, 2022). This research strengthens the evidence that a conducive organizational communication climate and work environment such as openness, trust, and participation are the main keys in supporting effective and sustainable smart governance implementation (Quilon & Perreras, 2020; Saphira et al., 2024).

Collaboration between stakeholders and active community participation are also key factors in the success of smart governance. Digital applications developed in various regions, such as Sidoarjo and Semarang City, not only improve the efficiency of internal services, but also strengthen community empowerment and transparency of public services (Hudayah & Sukmana, 2022; Putri & Setiawan, 2025). Public participation through e-participation platforms and online complaints encourage local government accountability and responsiveness, so that smart governance can run sustainably and inclusively (Desy, 2023).

Overall, the integration of organizational readiness, positive communication climate, and community participation forms a synergistic cycle that strengthens the implementation of smart governance. Strengthening ASN digital literacy, modernizing ICT infrastructure, establishing digital innovation units, and optimizing internal communication and coordination between OPDs are recommended strategic steps to accelerate digital transformation in local government (Santoso & Lestari, 2024; Wibowo & Hidayat, 2025). With this holistic approach, smart governance can be realized effectively, efficiently, and responsively to community needs.

The novelty of this study is, **first**, the importance of organizational communication climate as a dominant variable influencing the effectiveness of smart governance implementation (Quilon & Perreras, 2020; Saphira et al., 2024). A positive communication climate, which includes openness, clarity, trust and participation, is considered a key

foundation that enhances an organization's readiness to deal with change and adopt smart governance across the board. This is a development from previous studies that focus more on technical e-readiness dimensions such as infrastructure, human resources, and policies (Rahmawati & Ardhian, 2023; Utama et al., 2023).

Second, research approaches that integrate organizational readiness and communication climate as simultaneous variables provide a more comprehensive picture of the factors that influence the success of smart governance. Studies in various regions such as Bandung, Bengkulu, and Central Lombok use an analytical model that combines aspects of strategy, technology, organization, human resources, and environment (STOPE framework) to measure readiness holistically (Sofiani, 2024; Mauludi, 2023). This approach highlights that readiness is not only about physical and technical readiness, but also mental readiness, organizational culture, and internal communication that supports collaboration between work units and external stakeholders.

Third, another novelty lies in the emphasis on the role of organizational communication climate in building trust and increasing the active participation of employees and communities in smart governance processes. Recent studies confirm that a good communication climate not only facilitates the flow of information, but also strengthens coordination, innovation and data-driven decision-making, thereby accelerating digital transformation and responsive public services (Magdalena et al., 2023; Guenduez & Mergel, 2022). This is a development from previous studies that were more limited to technical aspects and government policies.

Fourth, the results of recent studies also highlight the need for integrated policy strategies to overcome obstacles in the readiness and communication climate, such as increasing ASN digital literacy, modernizing ICT infrastructure, establishing digital innovation units, and optimizing internal communication and digital public participation (Rahmawati & Prasetyo, 2024; Santoso & Lestari, 2024). This approach shows a shift from a static evaluation of readiness to a dynamic strategy that combines human, technological, and organizational culture aspects simultaneously to realize effective and sustainable smart governance. As such, these recent studies make an important contribution to expanding the understanding and practice of smart governance implementation in Indonesia.

Conclusion

This study can be concluded that smart governance is influenced by readiness and organizational environment. The influence of the two variables is 66.5 percent and leaves 33.5% influenced by different factors. The contribution of the influence of readiness in smart governance is 34.6%. The readiness that influences includes technology, innovation, human resources, and ASN self-development. The organizational communication climate in smart governance is 63.8%. The organizational communication climate includes the comfort of the workspace, the availability of facilities and infrastructure, the suitability of educational qualifications to the task, understanding of job duties, the ability to complete job duties properly and on time, cooperation between employees, harmony of working relationships with fellow employees, discipline at work, availability of

standard operating procedures (SOPs), relationships with partner institutions as large as, implementation of coordination and communication with other institutions. The implications of this research show that readiness and organizational environment can be used to implement smart governance in Sidoarjo Regency. Readiness is needed to meet public satisfaction. Organizational communication climate is needed as an important element that can create smart governance. The Sidoarjo Regency Regional Apparatus Organization (OPD) can optimize and show the readiness and organizational environment in Sidoarjo Regency by further improving the quality of human resources (HR) to support the implementation of smart governance. Community participation in Sidoarjo Regency is also very important to create fast, accurate and precise public services that affect the success of *smart cities*.

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