

# Implementation of E-Government Through the Management of the Kertayasa Village Website in Kuningan

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**Abstract.** Villages have been encouraged to use information technology to provide public services through the deployment of e-government as a result of advancements in digitalization within government. One of the main tools for providing administrative services and information online is a website, which promotes more responsive and transparent governance. The goal of this study is to examine how e-government is being implemented in Kuningan Regency through the administration of the Kertayasa Village website, with an emphasis on efficiency, effectiveness, accountability, and transparency. The selected methodology is descriptive qualitative, using methods for gathering data such observations, interviews, and documentation. Data validity is ensured by triangulation. Data analysis was conducted using the Miles and Huberman interactive model, The Miles and Huberman interactive model, which covers data reduction, data display, and conclusion drawing, was used to analyze the data. According to the study's findings, the village website has been utilized as a platform for public grievances, an information channel, for basic administrative services, and to publicize events. Procedures, service accessibility, public information transparency, and administrative accountability are all improved by this implementation. However, limitations in human resources for system management and the suboptimal utilization of the village website by the community remain challenges in optimizing the system therefore, capacity building for administrators and ongoing support are necessary.

**Keywords:** Accountability, E-Government, Public Service, Transparency, Village Website

## 1 Introduction

E-government is a concept that refers to the use of information and communication technology (ICT) to improve efficiency, effectiveness, transparency, and accountability in public services, as well as in the relationships between the government and the public, the business community, and other government agencies. The implementation of e-government in Indonesia is governed by several national regulations as part of a bureaucratic reform effort aimed at establishing a responsive, transparent system of governance focused on delivering excellent public services [1]With the implementation of e-government, the government is expected to provide services that are faster and more accessible to all segments of society, including at the village level, which is directly involved in providing basic public services.

Digital transformation is not only taking place at the central and regional levels but is also beginning to be implemented at the village government level. The implementation of e-government in villages is a crucial step toward building a more transparent and responsive system of governance that addresses the needs of the community. Village administration is carried out by utilizing information technology to ensure that governance is more effective, efficient, and accountable (Ministry of Home Affairs Regulation No. 47 of 2016 on Village Administration, Article 3). Managing village websites, which are used for online administrative services, communication, and information sharing, is one practical way to establish e-government at the village level.

Every village must have an information system that is professionally run and available to the local community, according to Law No. 6 of 2014 on Villages. This law grants every village access to information through a village information system, which is made up of personnel, networks, hardware, and software and is developed by the city or regency authority. This village information system includes a village website that serves as a tool for managing village data, development-related information, and other data pertaining to village development It must be run in accordance with the values of accountability and openness and offer services that are quicker and easier for stakeholders and the community to use. According to the law's mission, the village website is therefore a crucial tool for attaining contemporary, transparent, and participatory village governance rather than just an extra digital tool.

Implementing e-government in rural areas is not always easy. Numerous studies have demonstrated that the preparedness of human resources, infrastructural support, and the dedication of government officials to continuously run the system are critical to the success of digital system adoption. Lemito Subdistrict's e-government implementation is still not at its best. Village websites have the ability to increase the efficacy and transparency of municipal services. However, in reality, their use is still hindered by the poor policy backing, insufficient infrastructure, and limited digital skills of civil servants [2]. Many villages still face challenges such as limited technical expertise among local officials, a lack of digital training, and insufficient content updates and oversight regarding the management of village websites.

The success of smart village initiatives depends heavily on the motivation of village leaders, active community participation, and the potential of the village's resources. The development of information technology such as village apps and websites can open up opportunities for information dissemination and support overall village development. However, collaboration among stakeholders and capacity building for village officials are essential for technology to deliver tangible benefits in public services [3].

Good governance is a concept of government administration that emphasizes the importance of transparency, accountability, public participation, effectiveness, and the rule of law in the conduct of government affairs [4]. The public service bureaucracy in Indonesia is not yet fully oriented toward the principle of excellent service, as bureaucratic procedures and ethics tend not to place the community at the center of the service. In the context of village governance, these principles of good governance can be implemented by optimizing the management of village websites as digital public service tools. Village websites serve not only as a medium for information but also as a means to achieve data transparency, enhance the accountability of village officials, and expand public participation in the development process. Thus, the application of Good Governance through the management of village websites reflects a transformation toward a system of government that is transparent, responsive, and oriented toward high-quality public service.

Kertayasa Village in Sindangagung Subdistrict, Kuningan Regency, is one of the villages that has an official website as part of its e-government implementation. Through this website, the village government seeks to provide information and administrative services to the community online. However, as is common in many other villages, the management of the website is believed to be suboptimal due to limited human resources and low overall technology utilization. Therefore, it is important to examine the extent to which the implementation of e-government in Kertayasa Village has reflected the principles of efficiency, effectiveness, transparency, and accountability [5].

This study aims to examine the implementation of e-government in Kertayasa Village through the management of the village website. Through this study, it is hoped that we can determine the extent to which this digital system supports improvements in the quality of public services, as well as provide recommendations for the development of a more modern, participatory, and sustainable system of village governance.

## 2 Literature Review

### 2.1 E-Government Implementation

The implementation of e-government is an effort to modernize the public bureaucracy through the use of information technology in order to improve the efficiency, transparency, and accountability of government administration [6]. The preparedness of human resources, technology infrastructure, and robust policy backing are critical to the success of e-government. However, there are still a number of obstacles to e-government implementation in Indonesia, such as the inability of government workers to effectively manage and use technology, unequal access to technology, and lax data protection laws. However, e-government adoption is thought to have a lot of promise to boost public involvement and raise the standard of public services in the digital era.

E-government is a concept related to governance and administration that, in reality, has almost no theoretical foundation, although there are some examples that have conducted practical studies emphasizing the impact of Information and Communication Technology (ICT) on the functions of governance itself (Rahayu et al., 2020). Digital systems have replaced administrative processes that were previously carried out manually, making them more efficient and responsive to the needs of the community. The implementation of e-government in villages also promotes transparency, speeds up services, and saves both time and money [7].

According to R.E. Indrajit (2002), the success of e-government can be measured using four key indicators, namely:

- a. Efficiency : The use of technology to save time, costs, and resources.
- b. Effectivity : The ability of the system/policy to achieve service objectives.
- c. Transparency: Transparency of information and processes to the public.
- d. Accountability: Accountability to the public for performance and decisions.

Public access to information and public services is facilitated by e-government in village management. This online service system could simplify complicated processes and lower the risk of corruption. However, sufficient technology infrastructure, village officials' capacity building, and leadership dedication to executing this digital transformation are necessary for the effective deployment of e-government. Implementing e-government is hampered by issues like scarce human resources, officials' lack of digital skills, and unevenly dispersed technology infrastructure, especially in rural areas. Therefore, sustained efforts are necessary to ensure the system operates optimally and sustainably [8]. The use of e-government in village administration is not just about digitizing administrative procedures rather, it is a vital starting point for attaining a more efficient, accountable, and participatory government, which will eventually raise the standard of public services and the general well being of the village community.

## 2.2 Digital Transformation

Digital transformation is the use of technology with the goal of greatly enhancing a business's performance and reach while changing its value propositions, internal procedures, and customer interactions [9]. Through a well-run, networked system, the Village Information System (SID) can enhance community well-being and the quality of public services [10]. By putting in place digital, integrated service systems that stimulate public participation, digitalization in village administration also increases administrative efficiency, transparency, and service quality [8].

## 2.3 Website Management

The public information system was established to facilitate the dissemination of information, to streamline services and to enhance budget transparency. It is an example of how it helps to disseminate information. The data on the total number of residents in the village can be seen on this village government website, so that both villagers and visitors from outside the village who need this data can access it more easily [11].

The management of village websites is a very important basis because the main function of the village website is as a communication media, transparency and empowerment of the community that supports improvements in the overall quality of village governance.

## 2.4 The Role Village Officials

The role of village officials is a crucial factor in achieving the goal of efficient public service; technical skills in village administration encompass various aspects such as administration, planning, financial management, and high-quality public services. Each of these elements is interrelated and plays a vital role in enhancing the effectiveness of the services provided by the village government [12]

Village officials have been able to effectively utilize digital technology, as evidenced by public services that have begun to adopt digital solutions. However, in day-to-day operations, there are still several challenges that hinder the full utilization of technology. The digital literacy of village officials is a key asset in running an effective and responsive village government in the digital age, particularly in enhancing the accountability and transparency of public services.

## 2.5 Previous Research

Various previous studies have examined the implementation of village-based website e-government as part of the digital transformation of public services at the local level.[13] found that the use of village websites remains limited to serving as a medium for one-way information dissemination and has not yet evolved into an interactive public service. The low capacity of government officials and lack of community participation are the main obstacles. The study also did not specifically assess the application of the principles of efficiency, effectiveness, transparency, and accountability in the management of village websites.

Similar findings were reported by [2] which indicates that the implementation of e-government through village websites in Lemito Subdistrict, Pohuwato Regency, has not yet been optimal. Village websites have not been fully utilized as a means of promoting transparency and improving service quality due to the limited technical expertise of local officials, weak policy support, and inadequate infrastructure. Still, the present analysis is generic and has not yet analyzed the success of implementation based on crucial e-government indicators.

Another research from [14] reveals the additional favorable results. The establishment of village websites based on OpenSID can improve service speed, administrative efficiency and information transparency to the public. The websites also improve communication between village governments and inhabitants. But the study

has not yet measured the effects of implementation in terms of measurable metrics of efficiency, effectiveness, transparency and accountability.

Research by [15] The findings of the implementation of the SIPADES application show that the implementation of e-government has not achieved the maximum level, despite although the organizational infrastructure and facilities are available. Major hurdles include limited human resource capacity, little continuous training, and technical challenges such as frequent network and system problems. The study is more concerned with technical and operational issues than with assessing the quality of digital governance. Moreover, [16] mentioned that village websites have a role in promoting the enhancement of public services and openness in village governance. However, their execution is still affected by several aspects including availability of infrastructure, the ability of the community to use digital technology, capacity of system administrators and the amount of service accessibility.

Most of the previous studies have focused on the implementation process and barriers to e-government adoption without specifically measuring the extent to which village website administration meets the four main parameters of Indrajit's theory: efficiency, effectiveness, openness and accountability This gap is what this study seeks to fill, by narrowing the analysis to the application of these principles in the management of the Kertayasa Village website as a type of e-government implementation at the village level. The novelty of this study lies in its systematic application of Indrajit's four-dimensional framework as an operational evaluation tool at the village level a context that remains underexplored in existing literature. While prior studies tend to address e-government implementation descriptively or focus on barriers at the sub-district or regency level, this research contributes a granular, indicator-based analysis grounded in direct fieldwork at Kertayasa Village. This approach advances knowledge beyond previous evaluations by not only identifying what has been implemented but assessing how well each governance dimension functions in practice within a rural Indonesian context.

### 3 Method

This study employs a qualitative approach of a descriptive nature. The qualitative approach was chosen because it aims to explore in greater depth social phenomena that arise in their natural context, with a focus on the meaning, understanding, and interpretation of the collected data. Qualitative research is a method used to investigate natural conditions (as opposed to experiments), in which the researcher serves as the primary instrument, data collection techniques are combined (triangulation), data analysis is inductive, and the research results emphasize meaning over generalization [17].

The validity of the data in this study was ensured through the application of data triangulation, a method used to verify the accuracy and validity of information by comparing and confirming data obtained from various sources. The application of this triangulation aims to produce research findings that are objective, comprehensive, and scientifically accountable. In the context of research on the implementation of e-government through the Kertayasa Kuningan Village website, triangulation was conducted by combining data from interviews, observations, and documentary studies. Interviews were conducted with 2 key informants: the Village Head of Kertayasa, who serves as the policy-maker and primary implementer of the e-government program at the village level, and the village website administrator, who is responsible for the technical aspects of system operation and management; as well as 2 supporting informants: residents of Kertayasa Village, who, as recipients of public services, can assess the levels of efficiency, effectiveness, transparency, and accountability of e-government implementation through the village website. The selection of a small number of informants is consistent with the purposive sampling approach typical in qualitative case study research, where depth of insight is prioritized over breadth of representation. Each informant was chosen because of their direct and distinct role in the e-government system: the Village Head represents institutional leadership and policy decision-making the website administrator represents technical management, and the two community members represent service users from different demographic backgrounds, providing perspectives on accessibility and actual utilization. This configuration ensures that the supply side (administration) and demand side (community) of e-government are both represented. Data saturation was monitored throughout the fieldwork process, and additional observations and documentation were used to corroborate and triangulate interview findings. Direct observations were also made to get empirical insight into the use of the website system in the provision of public services and village administrative activities, and documentation was employed to collect secondary data, such as archives, activity reports and pertinent publications. Regarding the operationalization of Indrajit's framework, each of the four dimensions efficiency, effectiveness, transparency, and accountability was translated into concrete observable indicators during data collection. Efficiency was assessed by examining whether online service channels reduced the number of steps, time, and physical visits required for administrative processes. Effectiveness was gauged by evaluating whether the digital system was used by residents, whether services were accessible across devices, and whether user-reported outcomes aligned with service objectives. Transparency was evaluated by examining the completeness, timeliness, and accessibility of published information (including activity reports, budget summaries, and village

programs). Accountability was operationalized by investigating whether there was a designated content manager, whether a complaint mechanism existed, and whether feedback submitted through the system was acknowledged and followed up. These indicators formed the basis of the interview guide, observation checklist, and documentary analysis, ensuring consistent application of the framework across all data sources. Through the application of this triangulation technique, the researcher sought to ensure that the data obtained was valid, reliable, and reflected the conditions of e-government implementation in Kertayasa Village in a factual and comprehensive manner.

Data analysis using the interactive approach, as described by Miles and Huberman, suggests that there are three pathways for analyzing qualitative data: 1. Data reduction (a selection process focused on simplifying, abstracting, and transforming raw data obtained from field notes, which occurs continuously), 2. Data presentation is the process of organizing a collection of data so that conclusions and actions may be made. 3. The process of coming to conclusions (including justifications, potential arrangements, and cause and effect connections, as well as suggestions) [18].

The analysis's findings demonstrate that village leaders' support, the availability of technology infrastructure such sufficient internet connectivity, and the capacity of village officials to oversee and enhance internet services. Village websites are a valuable resource for increasing community involvement, streamlining administrative processes, and disseminating open information. Budgetary restrictions, residents' varying levels of familiarity with the village website, and the requirement for continuous outreach and training to promote the sustainability of e-government implementation in the village are some of the remaining obstacles.

## **4 Result and Discussion**

### **4.1 Research Result**

#### ***4.1.1 Implementation of E-Government through the Management of the Kertayasa Village Website***

Installation of e-Government in Kertayasa Village has been accomplished based on study findings gathered through in-depth interviews with the Village Head, website administrators, and community members as service consumers. involves the creation and administration of a village website that has been in use since 2020 and is connected to a mobile application. This project is a component of a plan to digitize village-level public services in order to enhance administrative effectiveness, information accessibility, and service quality.

Village digital platforms have developed into tools for online administrative services and are no longer just a means of disseminating information in one direction. A range of services are provided via village websites and applications, such as document submission, addressing public complaints, publishing news and village events, presenting institutional data, and budget utilization information. As a result, village websites now serve as operational instruments for electronic public services rather than just offering a local profile.

Regarding service mechanisms, village officials explained that certain administrative processes can now be initiated online. Residents can enter their application data through the system, which is then sent to the village administrator's dashboard for verification and further processing. For some types of services, documents now utilize digital signatures, thereby expediting the processing workflow. This service model reflects a shift from a previously fully manual system to one that combines online and in-person processes.

Regarding governance, the management of the village website involves not only village officials within the existing structure but also members of the digital youth community. As reported by informants, the village established a digital media management team to help with content creation, activity documentation, information publishing, and upkeep of the village's digital website. The collaboration between village officials and the digital community is a crucial aspect of e-government implementation in Kertayasa Village, showcasing a participatory approach to managing the village's information technology.

Community members report that, from the users' perspective, the village website and app facilitate access to information and the management of basic administrative tasks. Details about village activities, announcements, and programs are available without the need to wait for offline updates. In conclusion, the establishment of e-government in Kertayasa Village has manifested as an active and organized digital service and information system used by a variety of stakeholders.

#### ***4.1.2 Levels of Efficiency, Effectiveness, Transparency, and Accountability in the Management of the Kertayasa Village Website***

The implementation of e-government through the Kertayasa Village website exhibits varying levels of achievement across each indicator dimension, based on interviews with village officials, website administrators, and service users, as well as observations and documentation.

The efficiency level is apparent in how the early phases of administrative services have been streamlined via online submission and transmission of data. To make the service workflow more efficient than a fully manual procedure, village officials can carry out initial verification before continuing with subsequent steps in person.

However, because of time limitations and the heavy workload of the administrators, data updates and feature management are not always done routinely, which means that efficiency is not fully optimized yet.

The effectiveness level is shown in the use of village websites and apps as information platforms and tools for administrative service support. The community members who have utilized it find the system accessible through mobile devices and consider it helpful. According to reports from informants, it has become easier and quicker to access information. The use of digital services is not yet widespread across all community segments, as disparities in technological proficiency persist.

Transparency is evidenced by the presence of publications regarding village activities, programs, and organizational structures, along with general information about the village. These are all available to the public on the website. The administrators regularly update the content, allowing the public to track the progress of village activities through digital media. However, it is acknowledged that transparency extends beyond the mere presence of published content. A more comprehensive assessment of transparency must also consider the accessibility, completeness, timeliness, and accuracy of information. Based on observations conducted during this study, the village website was found to contain information that was accessible without login requirements, indicating openness of access. Content updates were observed to occur at irregular intervals, which affects the timeliness dimension of transparency. Information about budget utilization was available in summarized form but did not always include detailed line-item breakdowns, indicating partial fulfilment of the completeness dimension. These findings suggest that while the foundational infrastructure for transparency is in place, there remains room to strengthen the depth and regularity of information disclosure to fully realize the transparency potential of the village's digital platform.

The presence of individuals tasked with overseeing digital content and services at the village level shows accountability. All information that is published on the website is verified beforehand. Activity documentation and service records are stored digitally, and communication channels are provided for the public to submit inquiries or complaints. However, it is recognized that genuine accountability requires not only the existence of these channels but also evidence of responsive follow-through. Based on observations and interviews conducted during this study, the village administrator confirmed that complaints submitted through the website are received and discussed in internal village meetings. In several documented cases, residents' inquiries about administrative procedures were responded to within a week. Nonetheless, there is currently no formalized tracking system to record the status and resolution of each complaint, making it difficult to systematically verify whether all submissions are addressed in a timely and consistent manner. To strengthen accountability, it is recommended that the village develop a simple complaint management log or dashboard that records the date of submission, responsible officer, and resolution status of each inquiry. This would provide a more transparent and verifiable basis for assessing accountability performance.

Findings from interviews and field observations indicate that the management of the Kertayasa Village website has led to noticeable advancements in transparency and administrative accountability as part of e-government implementation. Meanwhile, while service efficiency and effectiveness have been put into operation, the degree of utilization remains inconsistent. The results suggest that the village's digital system is operational, though it is still being optimized gradually.

### ***4.1.3 Supporting and Hindering Factors in the Management of the Kertayasa Village Website***

#### ***4.1.3.1 Supporting Factors***

Interviews and field findings indicate that several key factors support the implementation of e-government through the management of the Kertayasa Village website, strengthening the sustainability and operational functions of the village's digital system.

The first facilitating element is the dedication and backing of village leaders for the advancement of digital services. Village heads actively promote the use of websites and applications for service delivery and information transparency. This internal policy support is essential for sustaining e-government implementation at the village level, especially regarding facility provision and bolstering system management guidance.

The second factor contributing to this is the availability of human resources with expertise in information technology, particularly among the village youth who are part of the digital media management team. Thanks to the involvement of the village digital team, content creation, activity documentation, and information sharing can be accomplished more swiftly and adaptively. Together, village authorities and the digital community improve the operational capacity for website management. Furthermore, the village's independent development of the website system contributes to management flexibility. The village can tailor features, design, and service menus to fit local needs. Due to the possibility of directly adapting development to the needs of community service, this situation fosters greater effectiveness in system use.

The community's reliance on the village website for information and administrative services is another contributing factor. According to the interview results, some community members have utilized the village website to learn about village activities and submit requests for administrative services. The involvement of the community shows a positive reaction to the village digital system, thus endorsing the ongoing application of e-government in Kertayasa Village.

These supportive elements play a direct role in the operation of village digital services, especially by improving operational efficiency and transparency via the village website platform.

#### *4.1.3.2 Inhibiting Factors*

The limited capacity of administrators stems from the fact that village officials must manage multiple digital administrative systems simultaneously. This situation means that content updates and website feature management are not always carried out consistently. As a result, the potential for digital service efficiency has not been fully realized, as not all information and services are updated regularly within a single, centralized system.

Differences in the public's ability to use village websites and apps have led to uneven utilization of these services. Some members of the public still prefer in-person services because they are not yet accustomed to using digital systems. This has an impact on the effectiveness of e-government implementation, where the systems are already available and operational, but their utilization by all segments of society has not yet reached its full potential.

The research findings indicate that these obstacles do not have a direct impact on information transparency and administrative accountability. The publication of activities and service documentation continues through the village's digital media, ensuring that transparency and accountability remain in place. Challenges in managing village websites related to the limited capacity of administrators and variations in community members' ability to use village websites and applications require adjustments in implementation. Confronting these challenges relies on both the systems at hand and adaptable operational strategies implemented at the village level. Among the measures implemented to bolster system management are enlisting the village digital media management team and offering technical support from young individuals knowledgeable in information technology. Moreover, village authorities offer direct support to those in the community who struggle with digital services, thus allowing for a gradual increase in system use.

## **4.2 Discussion**

Research findings indicate that the e-government implementation via the Kertayasa Village Website cannot yet be fully regarded as a completely successful policy. The village website is not yet being optimally utilized to comprehensively support all public service and information needs, which makes this evident. Nonetheless, this situation does not inherently signify a failure of policy instead, it indicates that the implementation of e-government in Kertayasa Village is still in its developmental phase and is incomplete. While specific groups within the community who are already familiar with digital services experience the advantages of the village website, its broader effect on enhancing overall village governance quality has yet to become pronounced. Regarding the objective validation of e-government outcomes, the study acknowledges that conclusions about transparency and accountability are primarily grounded in qualitative perceptions gathered through interviews and observations. This is a recognized limitation of research design. Future studies would benefit from incorporating objective performance indicators such as website uptime records, average response times to service requests, frequency and volume of content updates, and complaint resolution rates. Such data would enable more rigorous verification of governance outcomes. In this study, the documentary data collected including archived activity reports and screenshots of published content were used as partial corroborating evidence to support interview-based findings. With respect to community utilization data, the present study did not systematically collect quantitative metrics such as website traffic, unique visitor counts, or the number of online service requests submitted. This represents a limitation that future research should address. While informants reported a growing trend in website usage, the absence of analytics data means that the scale and distribution of digital service adoption across community segments cannot be precisely determined. Village administrations are encouraged to activate and regularly review website analytics tools to support evidence-based monitoring and evaluation of e-government effectiveness. Concerning digital sustainability, the current model of e-government implementation in Kertayasa Village relies substantially on the commitment of the village head and the voluntary contributions of the digital youth community team. While this participatory model has proven effective in the short term, its long-term sustainability is contingent on factors that may change over time, including leadership transitions and the continued availability of digitally skilled volunteers. To strengthen institutional resilience, the village is advised to formalize the roles of the digital management team through official appointment letters or organizational decrees, integrate digital governance responsibilities into the formal village administration structure, and establish a documented standard

operating procedure (SOP) for website management that can be transferred to successor personnel. Regarding digital inclusion, this study found that not all residents actively use the village website or mobile application. Disparities in digital literacy were particularly noted among elderly residents and those with lower socioeconomic backgrounds. This represents a significant challenge to the equitable delivery of e-government services. The village should consider maintaining parallel offline service channels for residents who are unable to access digital platforms, while simultaneously conducting targeted digital literacy programmed for underserved groups to gradually improve overall community adoption. Finally, on the question of generalization, the findings of this study are explicitly context-specific and are not intended to be directly extrapolated to other villages without consideration of local conditions. Kertayasa Village possesses certain enabling factors including leadership support, an active digital youth community, and independent system development capacity that may not be present in other village contexts. However, the analytical framework applied in this study (Indrajit's four dimensions operationalized through indicator based qualitative assessment) offers a replicable methodological model that other researchers and village administrators can adapt when evaluating their own e-government programmed. Policy recommendations derived from this study should therefore be understood as illustrative examples of good practice rather than universal prescriptions, and their application to other villages should be preceded by contextual assessments of local readiness, infrastructure, and community characteristics.

#### **4.2.1 Implementation of E-Government Through the Management of the Kertayasa Village Website**

##### **4.2.1.1 Efficiency**

The term efficiency in the context of e-government implementation pertains to how well digital systems can optimize administrative processes, hasten service provision, and minimize the consumption of operational resources. The digitization of public administration enables various procedures that were previously performed manually to be automated through information technology-based systems.

Based on the interview results, the implementation of village websites and apps has reduced reliance on in-person service processes and the use of physical documents. Service requests and information inquiries can be submitted online, while village officials can verify and process data through the system. The use of mobile apps also makes it easier for the public to access services without having to manually search for website addresses. This indicates a streamlining of service steps and an acceleration of administrative workflows from the perspective of both users and.

These findings are consistent with research indicating that the implementation of e-government contributes to increased efficiency in public administration by reducing manual procedures and accelerating service processes [19]. Thus, from an analytical perspective, the implementation of village websites has demonstrated procedural efficiency, although further improvements are needed in the integration of service features.

##### **4.2.1.2 Effectiveness**

The effectiveness of e-government refers to the extent to which digital service objectives are achieved, particularly in terms of system usability, ease of access, and tangible benefits for users. Digital services are considered effective if they are actually utilized in service delivery and align with the needs of the public [20].

The village head explained that from the very beginning of its development, the village's digital system was designed to be actively used by the community, one way being through the introduction of a mobile app. According to him, this app-based approach makes it easier for the community to access services than having to manually enter a website address.

The public stated that the service menu is relatively easy to understand and helps them access village information more quickly. In studies of digital services, ease of use and alignment with user needs are key factors in a system's effectiveness. These findings are consistent with research showing that digital public services are effective when they are directly integrated into administrative processes and actually used by users [21]. While the village website's implementation has been shown to be effective at the operational level from an analytical perspective, its use must still be broadened to encompass all segments of the community.

##### **4.2.1.3 Transparency**

The research findings indicate that the Kertayasa Village website acts as a medium for transparency concerning village information. A range of information is made public, including news about activities, documentation of development programs, details of the organizational structure, and summaries of budget expenditures. The village head stated that all possible efforts are made to publish information about village activities, ensuring the community stays informed about government operations.

E-government transparency refers to the openness of information, the ease of accessing public data, and the clarity of service delivery processes via government digital platforms. Government websites act as the main avenue for delivering information about programs and activities to the public. Based on research findings, village websites have been utilized as a medium for publishing information and activities related to the village, thereby demonstrating digital transparency practices at the level of information provision. E-government implementation increases the transparency of public information via digital access to governmental service processes and data [22].

#### 4.2.1.4 Accountability

Research findings indicate that the Kertayasa Village website serves to disseminate information regarding government activities, development initiatives, and budget utilization. Village officials clarified that all content is subject to a verification process to ensure its accountability. An appointed person acts as the content manager. Along with its publication functions, the site offers a complaint mechanism and communication channels for residents to provide feedback. Residents indicated that these features create opportunities for involvement and strengthen trust in the village government.

## 5 Conclusion

Research findings indicate that the Kertayasa Village website serves to disseminate information regarding government activities, development initiatives, and budget utilization. Village officials clarified that all content is subject to a verification process to ensure its accountability. An appointed person acts as the content manager. Along with its publication functions, the site offers a complaint mechanism and communication channels for residents to provide feedback. Residents indicated that these features create opportunities for involvement and strengthen trust in the village government.

The degree of implementation success shows that the dimensions of accountability and transparency are the most prominent. Digital-based administrative governance is bolstered by the availability of public information, documentation of activities, and the presence of content managers. Through the simplification of initial administrative procedures and improved public access to information, the efficiency and effectiveness of services have also enhanced. Nonetheless, the utilization of digital services does not yet reflect full equity across various societal segments, and system updates are not consistently executed.

Crucial for the management of village websites are the commitment of village leaders, the presence of human resources with IT skills, the ability to develop systems independently, and community involvement in using the village website for information and administrative services. Conversely, the limited ability of administrators to manage the system and the community's suboptimal use of the village website and applications are obstacles that impact the optimization of service efficiency and effectiveness. Nonetheless, different adjustment and mentoring endeavors demonstrate that the implementation of e-government in Kertayasa Village is still undergoing a gradual strengthening and development toward improved digital governance. To ensure the long-term sustainability of this digital governance model, it is recommended that the village formalize the roles and responsibilities of the digital management team, develop documented operational procedures that enable institutional knowledge transfer, and integrate digital governance tasks into the official village organizational structure. In terms of digital inclusion, the village should maintain parallel service delivery options for non-digital users while expanding outreach and training efforts for digitally marginalized community members. Finally, while the findings of this study are based on a single case and are not directly generalizable to all villages in Indonesia, the methodological approach applied here — particularly the operationalization of Indrajit's framework through observable, indicator-based qualitative assessment — offers a replicable model for evaluating e-government performance at the village level. Future research should consider multi-site comparative studies to test whether the patterns identified in Kertayasa Village are consistent across diverse village contexts.

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