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Digitization of Public Services as a Development Strategy Village E-Government

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ABSTRACT

Objective: *This research aims to understand the implementation of E-Government in Bleberan Village, focusing on three main aspects: support, capacity, and benefits. Digitization of public services at the village level is important because villages are at the forefront of providing services to the community, but often face limited resources.* ***Method:*** *This study uses a descriptive qualitative approach with case studies, through interviews with village officials and direct observation of existing digital service processes.* ***Results:*** *The results of the study show that the implementation of E-Government in Bleberan Village is still highly dependent on applications provided by the local government, such as Siskeudes and Paradewi. The main obstacles arise from the limited capacity of village apparatus which is mostly not technologically advanced, lack of training, and unstable internet networks. However, digital applications have been proven to help the efficiency of financial management and population administration services. People are also starting to feel the benefits, especially the younger generation who use simple channels such as WhatsApp to take care of documents.* ***Novelty:*** *The novelty of this study lies in a realistic picture of the dynamics of the implementation of E-Government in remote villages. These findings show that the success of digitalization at the village level is highly dependent on the internal readiness of the village, the support of local governments, and the continuous improvement of people's digital literacy.*

INTRODUCTION

The Industrial Revolution 4.0 marks an era of digital transformation, where advances in digital technology, connectivity, and automation have changed the way humans work, communicate, and live [1]. The presence of technology, information, and communication (ICT) has brought major changes in the management systems of various sectors, both private and government. In the public sector, this digital transformation is realized through the implementation of E-Government, which has the potential to revolutionize the way public services are delivered at various levels, from the central to the village.

In Indonesia, adaptation to these changes is carried out through various policies that emphasize the importance of digital-based modernization of public services. The government uses digital technology to improve transparency, accountability, efficiency, effectiveness, and quality of public services to the public [2]. This development direction is also in line with the goals of Sustainable Development Goals (SDGs) that highlight the importance of inclusive, sustainable, and technology-based development.

Implementation E-Government are seen as important instruments in achieving the SDGs, especially in terms of community empowerment, increased access to public services, and transparency in resource management [3]. The Indonesian government's commitment to developing E-Government indicated through Presidential Instruction No. 3 of 2003 concerning National Development Policies and Strategies E-Government,

which was later strengthened by Presidential Regulation Number 95 of 2018 concerning Electronic-Based Government Systems (SPBE). This regulation is a foothold in building digital and principle-oriented governance Good Governance [4]. E-Government It is designed to create a communication network that connects the community, government, and the private sector so that interactions, transactions, and services can run more efficiently [5].

According to the survey E-Government in 2024 held by the United Nations, Indonesia is ranked 64th out of 193 member countries, after previously being in 77th position in 2022 [6]. This survey measures how effective E-Government in providing public services, by assessing three key factors: the completeness of infrastructure, the ability of human resources, and the accessibility of digital services. The goal is to be a tool to measure development progress that can help identify how strong and capable a country is in facing the challenges of developing an electronic government system [7]. This achievement also reflects the Indonesian government's real efforts in developing E-Government that are adaptive to global developments.

In addition, the development of internet users in Indonesia is also an important factor to improve the efficiency of public services through SPBE [8]. Based on a survey conducted by the Indonesian Internet Service Providers Association (APJII), the number of internet users in Indonesia has increased from year to year, as shown in Table 1.

Table 1. User Data and Internet Penetration in Indonesia in 2018-2024.

Year	Number of Internet Users (million)	Penetration Rate (%)
2018	171.17 million people	64.80%
2020	196.71 million people	73.70%
2022	210.02 million people	77.01%
2023	215.62 million people	78.19%
2024	221.56 million people	79.50%

Source: APJII, 2025

This data shows that internet access is increasingly widespread and has become a need for the Indonesian people, both in urban and rural areas, and has become the main capital in the implementation of digitization of public services.

In the context of village government, digitalization has greater urgency. Indonesia has more than 74,000 villages that function as the closest government units to the community [9]. Villages are at the forefront of public services as well as strategic spaces to reduce the digital divide between urban and rural areas [10]. Law Number 6 of 2014 concerning Villages emphasizes that villages must be able to utilize technology in governance and development. This gives a great responsibility to the village apparatus to not only run the administration, but also initiate technology-based innovations.

Village digitalization is realized through various applications and websites that enable village officials to improve the effectiveness of public services, strengthen transparency, and accelerate interaction with relevant Regional Apparatus Organizations (OPDs) [11]. This digital collaboration makes it easier for village officials to share data, speed up the administrative process, improve data accuracy, and expand access to

information for the community. In other words, the success of digitalization at the village level is highly determined by the village apparatus as the main implementation actor.

Although in terms of implementation quantity E-Government villages in Indonesia continue to increase, but in terms of quality, more complex improvement efforts are still needed. Bleberan Village, Jatirejo District, Mojokerto is a real example. Despite the use of various applications, challenges in the form of network limitations, lack of village devices that master technology, varying levels of digital literacy among the community, and the absence of specific village policies are still the main problems. Thus, the government must show a strong commitment to improving development E-Government, especially in terms of infrastructure, human resources, applications, regulations, and socialization to the internal government and the community [12].

To analyze this, this study uses the theory of Harvard JFK School of Government that emphasizes three key indicators of success E-Government that is Support, Capacity Value and obstacles that hinder the implementation of E-Government [13]. Indicators Support Referring to the extent to which village officials, especially village heads and apparatus, show commitment and sustainability of digitalization policies. Capacity including the availability of human resources and technological infrastructure in managing digital services. Meanwhile, Value Focusing on the real benefits felt by village officials and the community from the use of these digital services, such as increased efficiency and accessibility.

A number of previous studies support the importance of this aspect. For example, research by Khoiroh & Fitria Agustina Highlighting problems in the performance of village apparatus that require on-target technology training to bridge the digital divide and encourage the efficiency of village governance in the global era [14]. Research by Pria et al shows that the quality of village officials' human resources and the government's commitment greatly affect the extent to which digital services can be utilized [15]. Research by Nada Uncovering various challenges and opportunities in implementation E-Government at the Badung Regency Government Office [2]. On the other hand, research by Babys et al emphasized that limited infrastructure and low digital literacy are major challenges in realizing digital villages [16]. The research by Prihantara & Alfreda in Mendolo Kidul Village, Pacitan Regency, shows that the development of digital applications in the village environment is able to have a positive impact on the efficiency of public services, thereby supporting the formation of digital villages that are more responsive and adaptive to technological developments [17]. Based on these findings, this study aims to examine the implementation of public service digitization in Bleberan Village as an E-Government development strategy, highlighting the key role of village officials in terms of support, capacity, and benefits generated, in order to provide practical recommendations for strengthening the capacity of village officials and accelerating the development of inclusive E-Government at the village level.

RESEARCH METHOD

The type of research used is descriptive research with a qualitative approach. The location of this research is in Bleberan Village, which is located in Jatirejo District, Mojokerto. This research focuses on the digitalization of public services as a development strategy E-Government in the village. Data sources are derived from primary data,

obtained through interviews, observations, and documentation, as well as secondary data, obtained from previous research literature studies, articles, journals, books, policies, news sources, and websites. The data of this study went through a semi-structured interview process, where the initial questions were general and could develop according to the unique answers of the informants. Then, followed by observations of facilities and infrastructure, as well as service processes carried out by informants along with documentation. Selection of informants using techniques purposive sampling which allows researchers to determine informants who are assessed to have information relevant to the research topic, based on certain criteria set [15]. The informants are the Village Head, the Head of Welfare, and the public service beneficiaries at the Bleberan Village Office. Data analysis using Miles and Huberman, there are 4 stages: data collection from various sources, data reduction to eliminate irrelevant information, visual or narrative presentation of data to facilitate conclusion drawn, and conclusion drawing as the final stage of data analysis [14].

RESULTS AND DISCUSSION

Results

The results of the interviews show an overview of the implementation of digitization of public services in Bleberan Village. This finding is in accordance with 3 indicators of E-Government success theory from the Harvard JFK School of Government, namely support, capacity, and benefits, which will be further analyzed in the discussion section.

Support

Based on the results of an interview with Mr. Yusuf as the Head of Bleberan Village regarding support in implementing E-Government, he said:

> *"If the rules regarding digital services from the village itself do not exist yet, but I and other colleagues are trying to actively participate if there is socialization from the district. When there was the inauguration of the Paradewi application from Dukcapil, our representatives also participated, because the application is to take care of population administration, so we have to work together with the local government. Anyway, as much as possible, we follow all socialization about applications from local governments, so that we don't miss information."*

In addition, the Village Head also added that the digital applications that are currently being used are only applications from the local government.

> *"Now the road is an application from the district, there are Siskeudes, Paradewi, Sipanjol for building land taxes, DTKS, etc. The SID exists, but it has never been updated because no one can manage the data. Even though it was the village application itself, I used to buy it at the village secretary next door. If you want to develop it again, you also have to come out of the budget again, I'm afraid it has been made but the residents can't use it, there are still many villagers here who are lacking in it."*

The same thing was also expressed by Mrs. Fatimah as the Head of Welfare. According to him, the limited support in the form of training makes it difficult for new village devices when they have to use existing applications.

"In the beginning, there was training, but only once. After that, there is no more. So if there is a change of device, the new one is usually confused. Finally, I can't help but learn on my own and often ask myself questions"

This shows that the support of the Head of Bleberan Village for the implementation of E-Government independently has not been seen. However, on the other hand, they are actively trying to cooperate with local governments through the use of various applications that are already available, so that services to the community can continue to run even with limitations.

Capacity

From the results of the interview, the Head of Bleberan Village said that the ability of the village apparatus is still the main obstacle in running E-Government:

"Most of the employees here are over 40 years old. So if you are learning technology for a long time. It's not that you can't, but you have to learn slowly. That's why we also need competent human resources in the IT field to be able to manage existing applications."

He also added the issue of the internet network which is still often problematic:

"The signal here is sometimes there, sometimes it is missing. When it comes down to it, the work gets messy. Even though the application needs a smooth internet."

The same thing was also conveyed by the Head of Welfare, who said that devices that are more tech-savvy end up with a lot of work:

"Usually those who understand computers have many applications, even though it is not the main task. The work is so heapy, that sometimes someone forgets too."

This shows that Bleberan Village still needs competent human resources in the IT field to support the implementation of E-Government. In addition, the internet infrastructure, which is often unstable, is also an obstacle that can hinder work.

Value

Based on the results of the interview, the Head of Welfare said that the use of digital applications is enough to help village officials in working faster, especially in financial matters:

"With Siskeudes, financial management is no longer manual using Excel. The procurement of goods and the disbursement of funds are also faster, there is no need to go back and forth to the bank because the system is already connected directly to Bank Jatim."

He also added that other applications such as Paradewi and DTKS make it easier to provide administrative and data collection services:

"Now if you take care of a birth certificate or death certificate, you can go through the system. So it won't be as long as it used to be."

Meanwhile, Mrs. Yuli as a resident of Bleberan Village also felt the convenience in the implementation of E-Government, she said:

"Now it's more practical, when I take care of my family, I can send files via WhatsApp to employees at the village hall. Later, when the kk is ready, it can be printed at the village hall or sent back via email. So I don't need to go to the village hall and can save gas."

This shows that the implementation of E-Government in Bleberan Village has helped village officials work more efficiently, especially in financial management and population administration. For the public, digital services are also starting to feel the benefits because they are more practical and time-saving.

Discussion

Support

According to the theory of the Harvard JFK School of Government, support is not only in the form of political commitment from the top leadership, but also the real involvement of all stakeholders. In a bureaucracy that is still dominantly top-down, the role of leaders at the central and regional levels greatly determines the direction of digitalization policies. Therefore, E-Government needs to be socialized evenly, sustainably, and consistently, both to the public and government apparatus. At the village level, indicators of support can be seen from the extent to which village heads and apparatus are able to show commitment while maintaining the sustainability of digital policy implementation.

Based on the results of the interview, the sustainability of the implementation of E-Government in Bleberan Village still depends on the local government. Through socialization carried out by the relevant OPDs, villages are introduced to various applications such as Paradewi, which is designed to support digital-based public services. This is a form of external support that facilitates villages in running digital services. On the other hand, village heads and village officials also play a role by actively participating in socialization to ensure that the application is really used in daily services.

Figure 1. Socialization of the Inauguration of Paradewi by Dukcapil Mojokerto.
Source: Documentation of the Bleberan Village Government, 2025

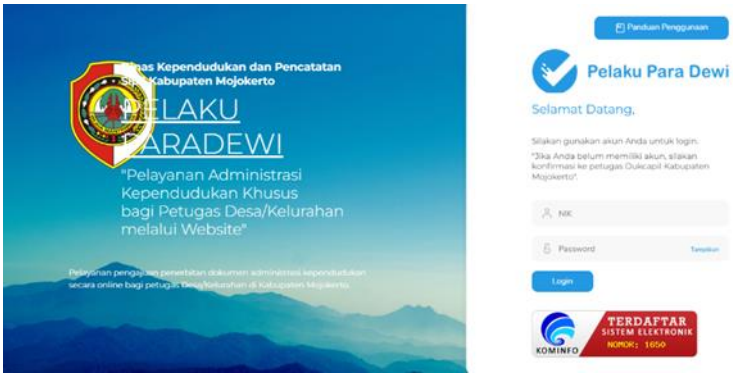

Figure 2. Paradewi Home Page.
Source: https://pelakuparadewi.mojokertokab.go.id/

However, internal support in Bleberan Village is still limited. The village head has not fully demonstrated commitment through the self-service policy, while the previously available Village Information System (SID) has never been updated since its inception due to the limited number of skilled devices in the IT field. This condition shows that the

sustainability of E-Government is not enough to rely only on external support, but also requires internal village commitment.

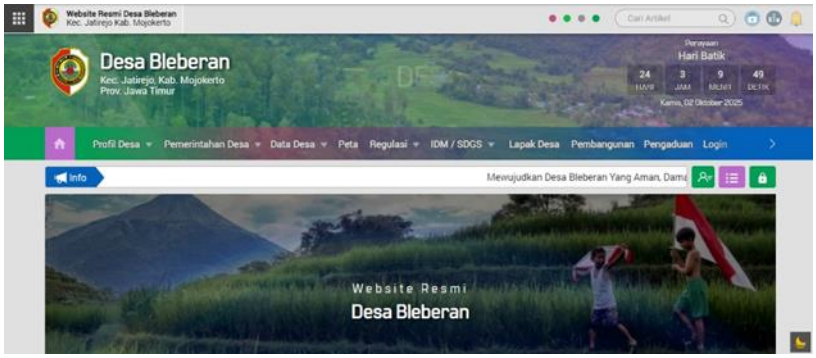

Figure 3. Bleberan Village SID Display.
Source: https://bleberan.desa.id/

These findings are in line with research by Pria et al. which found that support from leaders is an important factor in the success of E-Government, but many villages are still in a passive position and depend on the direction of local governments. Thus, the success of E-Government in Bleberan Village does not only rely on the local government as the system provider, but also on the village apparatus as the main implementer.

Capacity

In addition to support from the government, the success of the implementation of E-Government is also highly determined by the capacity of existing resources. According to the Harvard JFK School of Government, that capacity includes the availability of human resources and technological infrastructure.

Based on the results of the interviews, the limitation of skilled human resources in the IT field is still a major challenge. Most of the village apparatus has not fully mastered information technology, this condition is quite common in villages that are classified as remote such as Bleberan Village. Even in urban areas, the limitations of digital literacy of apparatus are still often encountered.

One of the factors that affect the low capacity of human resources is the age composition of village apparatus. Based on Table 2, most of the employees in Bleberan Village come from generation X (born 1965–1980) who are now 40–55 years old. This age group generally does not grow up with digital technology, so it takes longer to adapt to new systems and applications. This limitation does not mean that they are incapable, but the learning process requires a more patient, gradual, and consistent approach. The lack of training also further worsens this condition.

Table 2. Education and Age Data of Bleberan Village Apparatus.

Position	Education	Age
Village Head	S1	53
Village Secretary	D2	56
Head of Government Affairs	High School	34
Head of Welfare Affairs	S1	48
Head of Finance	High School	35
Head of General Affairs	High School	44

Head of Losari Hamlet	High School	41
Head of Bangon Hamlet	High School	49
Head of Cakarayam Hamlet	S1	45
Head of Legundi Hamlet	High School	44
Head of Bleber Hamlet	High School	50
Head of Sempu Hamlet	High School	39
Head of Kanigoro Hamlet	High School	40

Source: Bleberan Village, 2025

However, some devices show self-study initiatives, such as searching for tutorials on YouTube or asking a more knowledgeable colleague. Apparatus that is considered more technologically literate ends up having to handle many applications at once, even outside of their main duties. This condition makes the workload unbalanced and reduces effectiveness. It is not uncommon for work to pile up or make mistakes because they are done in a hurry.

These findings are similar to the results of Nada research which emphasizes the importance of recruiting the younger generation with technological skills as a strategy to strengthen the capacity of the apparatus. This means that without increasing human resource capacity and improving digital infrastructure, it is difficult to achieve the optimal stage of E-Government in villages.

In addition to the human resource factor, the infrastructure aspect is also an important obstacle. The internet connection in Bleberan Village is still unstable, sometimes available, sometimes lost unpredictably. When village devices want to use applications, they often have to wait a long time for the network to improve. This instability clearly hinders the smooth flow of digital service processes that require online connections in real time. A similar thing was also found in the research of Khoiroh & Fitria Agustina which highlighted that obstacles to the development of digital villages in Indonesia are generally related to limited human resources, technological facilities, and low digital literacy of the community.

Value

Benefits are one of the important aspects in assessing the extent to which the implementation of E-Government has a positive impact, both for village officials as service providers and for the community as service recipients. Although support and capacity are still limited, the implementation of digital applications is proving to bring real benefits. The use of applications such as Siskeudes has helped increase efficiency in village financial management. The process of procurement of goods and services has become faster, and withdrawal of funds is no longer done manually to the bank because the system is already directly connected to Bank Jatim.

Other applications such as Paradewi and DTKS also provide convenience in managing population administration and social data collection. If previously the process of submitting documents such as birth certificates or death certificates required more time and effort, now most of it can be done online by village officials through the available system.

Figure 4. Death Certificate Processing Through Paradewi.
Source: Author Documentation, 2025

From the community side, the benefits of E-Government are starting to be felt, although it is not evenly distributed. Some residents, especially young people, have begun to use digital channels such as WhatsApp to send documents needed for administrative arrangements. This makes the service process more practical because people do not need to come directly to the village hall, and the results of the documents can be sent via email or printed at the village hall to be taken later. Practices like this are considered more efficient and save time, both for residents and devices.

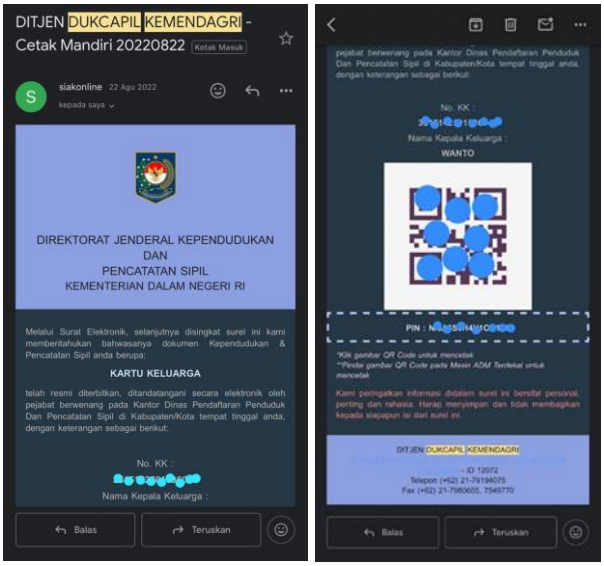

Figure 5. Family Card Barcodes Sent to Applicant's Email.
Source: Author Documentation, 2025

These benefits are in line with research by Prihantara & Alfreda which shows that digital villages are able to improve administrative efficiency, transparency, and connectivity between village governments and communities. In other words, although there are still limitations in capacity and policy support, the benefits that have been felt by both village officials and residents are a positive sign that the implementation of E-Government in Bleberan Village is moving in the right direction.

CONCLUSION

Fundamental Finding : This study shows that the success of the implementation of E-Government in Bleberan Village is highly dependent on three main factors, namely

support, capacity, and benefits. Although village heads and apparatus have tried to take advantage of applications from local governments, obstacles such as limited digital literacy, unstable internet infrastructure, and limited human resource capacity are still the main obstacles. However, the real benefits, both for village officials in terms of work efficiency and for the community in terms of ease of access to services, show that the digitalization of public services has moved in a positive direction and has the potential to grow if managed properly. **Implication :** The implications of these findings confirm that the sustainability of E-Government cannot only depend on national regulations and external support, but requires strengthening the internal capacity of villages through increasing digital literacy, improving infrastructure, and sustainable socialization. **Limitation :** This research is still limited to one village so it cannot be generalized. **Future Research :** Further research needs to expand its scope to more villages and involve multi-stakeholder collaboration, including local governments, the private sector, and communities. That way, the effectiveness of E-Government can be considered more comprehensive and at the same time become the foundation for the development of an inclusive digital village.

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