

INCREASING CAPACITY BUILDING IN THE IMPLEMENTATION OF DIGITAL SERVICE AND INFORMATION SYSTEMS IN MALEBER VILLAGE, CIAMIS DISTRICT, CIAMIS REGENCY

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Abstract

Digital transformation in government governance requires comprehensive preparedness from public officials at the lowest administrative level, including urban villages (kelurahan). This article examines the extent to which capacity building has been enhanced to support the implementation of digital service and information systems in Maleber Urban Village, Ciamis District, Ciamis Regency. The study employed a descriptive qualitative approach, with data collected through in-depth interviews, observations, and documentation involving six informants consisting of village officials and local community members. The analysis was conducted using Grindle's capacity building framework, which encompasses three dimensions: human resource development, organizational strengthening, and institutional reform. The findings indicate that these three dimensions have not yet been implemented optimally. Training for officials remains entirely dependent on initiatives from the regency government, no specific Standard Operating Procedures (SOPs) for digital services have been established, coordination among units is still informal, and monitoring and evaluation mechanisms for digital programs have not been systematically implemented. These findings highlight the need for structured interventions, including independent training programs at the village level, the development of digital service SOPs, the strengthening of technological infrastructure, and the establishment of sustainable performance evaluation mechanisms.

Keywords: Capacity Building, Digital Information Systems, E-Government, Public Services, Urban Village

A. INTRODUCTION

In the current digital era, almost every sector of life is required to enhance its capacity to utilize digital information technology, including the provision of public services. The advancement of digital technology has driven fundamental changes in the way public organizations manage information and deliver services to the community. In this context, capacity is not merely defined as the availability of technology, but also encompasses human resource capabilities, institutional capacity, and supporting systems for managing and utilizing digital information effectively. Capacity building has therefore become a key prerequisite for ensuring that digital information services operate optimally and sustainably.

According to Heeks (2006), the success of digital-based public services is largely determined by the compatibility between organizational capacity and the technological systems being implemented. Similarly, Westcott (2001) emphasizes that the development of e-government aims to create a government that is effective, efficient, and responsive to public needs; however, its success depends heavily on the capacity of government personnel and organizations to manage digital information systems consistently and in an integrated manner.

In Indonesia, the development of digital information services is supported by various regulations, including Presidential Instruction Number 3 of 2003 concerning the National Policy and Strategy for E-Government Development, as well as Law Number 25 of 2009 on Public Services, which mandates service providers to establish information systems that promote transparency and accountability. At the village administration level (*kelurahan*), as the frontline of public service delivery, the capacity to provide digital information services has become a crucial factor in ensuring information openness and ease of access for the public.

In Maleber Urban Village, digital service and information systems are essentially available through the official village website (<https://kelurahan-maleber.ciamiskab.go.id>). However, the website has not been operating optimally and has not been fully utilized as a medium for digital information services. This is evident from the limited information content displayed, the lack of regular data updates, and the fact that the latest news post was recorded in 2022. These conditions indicate a deficit in managerial capacity and digital literacy among the Civil Servants (ASN) of Maleber Urban Village.

Based on preliminary observations, several issues were identified: (1) human resources responsible for managing digital service and information systems remain inadequate; (2) the organizational structure has not fully supported the implementation of digital service systems, as indicated by the absence of a dedicated unit responsible for website management and overlapping duties among staff members; and (3) there is no integrated policy framework or Standard Operating Procedure (SOP) governing the implementation and supervision of digital service and information systems.

These phenomena encouraged the researcher to conduct an in-depth study on enhancing capacity building in the implementation of digital service and information systems in Maleber Urban Village, Ciamis District, Ciamis Regency. This study aims to examine the extent to which capacity building has been improved in the implementation of digital service and information systems in the village, based on the three dimensions proposed by Grindle as cited in Muksin (2022).

B. LITERATURE REVIEW

Capacity Building

Capacity building is the process of enhancing the capabilities of individuals, organizations, and institutions to perform their functions effectively, efficiently, and sustainably. In the uploaded article, Grindle's framework is employed, consisting of three main dimensions: human resource development, organizational strengthening, and institutional reform. This framework is particularly relevant because the research findings reveal several challenges, including limited staff training, the absence of digital Standard Operating Procedures (SOPs), informal coordination mechanisms, and unsystematic evaluation practices. Therefore, capacity building is not merely concerned with improving employees' skills, but also with strengthening organizational procedures, clarifying roles and responsibilities, and ensuring adequate policy support. Consequently, this theory provides an appropriate lens for assessing the readiness of local government institutions to manage digital service and information systems. Indicators:

- Human resource development
- Organizational strengthening
- Institutional reform

- Staff training
- Work coordination
- Monitoring and evaluation

E-Government / Electronic-Based Government System (SPBE)

E-government refers to the application of information technology to provide government services that are faster, more transparent, accountable, effective, and responsive to public needs. In the context of public service delivery, e-government is not simply indicated by the existence of a website or application; it must also demonstrate that the system is actively utilized in daily service operations. The article shows that the village website is already available, yet its utilization remains suboptimal, making e-government theory highly relevant for examining the gap between system availability and actual use. This theory also helps explain how the digitalization of public services can improve the quality of interactions between government officials and citizens. Thus, e-government serves as a useful framework for evaluating the extent to which digital public services function effectively at the village level. Indicators:

- Availability of digital systems
- Ease of service access
- Data and information integration
- Service speed
- Information transparency
- Service security

Digital Public Service Quality (e-GovQual)

Digital public service quality refers to the degree to which electronic government services meet the expectations and needs of service users. Recent studies on e-GovQual in Indonesia identify five commonly used dimensions: efficiency, reliability, responsiveness, citizen support, and security. Research conducted in 2024 further indicates that the quality of e-government services has a positive impact on citizen satisfaction and public trust. This theory is highly relevant to the study because digital services that are slow, difficult to access, or perceived as insecure may encourage citizens to continue relying on face-to-face services. Therefore, the theory of digital public service quality can be used to assess whether digital service systems provide tangible benefits to their users. Indicators:

- Efficiency
- Reliability
- Responsiveness
- Citizen support
- Security

C. RESEARCH METHODOLOGY

This study employed a descriptive qualitative research method. According to Sugiyono (2016, p. 9), qualitative research is an approach grounded in the philosophy of postpositivism, aimed at examining research objects in their natural settings. This approach was selected because the study sought to gain an in-depth and contextual understanding of the phenomenon of capacity building enhancement in the implementation of digital service and information systems.

The research was conducted in Maleber Urban Village, Ciamis District, Ciamis Regency, from October 2025 to July 2026. Primary data were collected through in-depth interviews with six informants selected using purposive sampling. The informants consisted of the Head of the Urban Village (Lurah), the Acting Village Secretary, village officials, a system operator, and two community representatives. Secondary data were obtained from official village documents, local government regulations, journal articles, and other relevant literature.

Data collection techniques included: (1) literature review, (2) field observation, and (3) in-depth interviews. The theoretical framework employed in this study was Grindle's Capacity Building Theory, as cited in Muksin (2022), which consists of three dimensions: Human Resource Development, Organizational Development, and Institutional Reform.

Data analysis followed the interactive model of Miles and Huberman (1992), which consists of three stages: data reduction, data display, and conclusion drawing/verification. The validity of the data was ensured through triangulation, namely by comparing findings obtained from interviews, observations, and documentation

D. RESULT AND DISCUSSION

Human Resource (HR) Dimension

The Human Resource (HR) dimension is the first and most fundamental pillar in the capacity-building agenda. Grindle, as cited in Muksin (2022), emphasizes that the HR dimension focuses on improving individual quality by developing professional competencies and technical skills through training, hands-on practice, the creation of a supportive work environment, and appropriate recruitment processes.

Based on the interview findings, the enhancement of government officials' skills and competencies in digital service delivery depends entirely on training programs organized by the regency government. The Head of the Urban Village (Lurah) stated, *"To improve the digital service system, we usually participate in training programs, but all of them are organized by the regency government; there are no specific training programs conducted at the village level."* A similar statement was made by the Acting Village Secretary, who confirmed that no specialized training related to digital services had been conducted within the village administration.

From the community's perspective, the digital competence of government officials is considered uneven. Community informants reported that some officials still experience technological illiteracy, which is believed to be influenced by generational differences in technology adoption and utilization. Furthermore, the community has never received socialization or public outreach regarding the village's digital services.

According to Pasolong (2019), improving the competencies of public officials is a determining factor in the success of digital-based public service transformation. Without adequate technical capabilities, technology cannot be utilized optimally. The situation in Maleber Urban Village indicates that HR capacity development has not yet been fully optimized because: (1) training is entirely dependent on programs provided by the regency government; (2) no independent training initiatives have been established at the village level; and (3) public outreach regarding digital services has not been conducted.

The responsibilities and roles of government officials in service delivery have been regulated through Ciamis Regent Regulation Number 35 of 2022. However, these regulations have not been accompanied by active public communication. As a result, most community members are unaware of the specific responsibilities of each official in the context of digital services, leading them to prefer visiting the village office in person rather than utilizing the available digital services.

Organizational Dimension

The organizational development dimension of capacity building focuses on strengthening management systems to improve the effectiveness of organizational roles and functions. This includes incentive systems, leadership patterns, organizational culture, communication mechanisms, and managerial structures (Grindle, as cited in Muksin, 2022, pp. 28–29).

The findings indicate that the organizational structure of Maleber Urban Village has been formally established in accordance with Ciamis Regent Regulation Number 35 of 2022. However, in practice, it

has not fully supported the optimal implementation of digital services. The absence of standardized Standard Operating Procedures (SOPs) specifically designed for digital services remains a major obstacle, as confirmed by both the Head of the Urban Village and the Acting Village Secretary during interviews.

Coordination among officials is still conducted informally through WhatsApp groups without a structured and official workflow. The system operator explained, *“For coordinating digital service implementation, we usually use a WhatsApp group with other officials.”* This situation causes digital service implementation to rely more on personal habits and individual initiatives rather than standardized procedures.

Supporting infrastructure for digital services is also inadequate, particularly due to unstable internet connectivity. These limitations hinder the sustainability of digital service delivery. Internal management strengthening remains situational and reactive, as evaluations are only conducted when complaints arise from the community, rather than through scheduled and systematic reviews.

Document recording and archiving are still carried out through both manual and digital processes simultaneously, resulting in slow and inefficient service delivery. This condition is inconsistent with the objectives of digital transformation, which require faster, more efficient, and standardized work processes.

Institutional Dimension

The institutional reform dimension of capacity building focuses on changes in institutions and systems at the macro level, including structures, regulations, and policies (Grindle, as cited in Muksin, 2022). This dimension concerns the availability of formal regulations, institutional support, and monitoring and evaluation mechanisms.

The findings show that the implementation of digital service transformation in Maleber Urban Village formally refers to the Presidential Regulation on the Electronic-Based Government System (SPBE) and directives from the Ciamis Regency Government. However, implementation in practice has not been optimal because these regulations have not been accompanied by detailed technical guidelines at the village level.

Institutional support from the subdistrict administration and related agencies, including the Ciamis Regency Communication and Information Office (Diskominfo), remains limited to policy direction and socialization efforts. It has not extended to intensive and sustainable technical assistance. Suwarlan et al. (2023) found similar results in their study on the capacity development of the Ciamis Regency Communication and Information Office, concluding that regulatory frameworks remain incomplete and cross-sector data integration has not yet been optimized.

The village website and social media platforms, which should serve as channels for public information dissemination, have not functioned effectively because their content is incomplete and rarely updated. Likewise, monitoring and evaluation mechanisms for digital services have not been systematically implemented. Evaluations are conducted only incidentally and lack measurable performance indicators and accountable documentation.

Limited operational budgets constitute a significant barrier to the development of digital infrastructure. As argued by Soeprapto (2006), shared commitment and institutional reform are critical factors influencing the success of capacity-building programs. Without adequate financial support and strong institutional commitment, digital transformation at the village level will be difficult to achieve effectively and sustainably.

E. CONCLUSION

Based on the research findings and discussion, it can be concluded that the enhancement of capacity building in the implementation of digital service and information systems in Maleber Urban Village, Ciamis District, Ciamis Regency has not yet been optimized across all three dimensions.

First, in the Human Resource (HR) dimension, the improvement of officials' skills and competencies remains suboptimal because all training activities are entirely dependent on programs provided by the Ciamis Regency Government, with no independent training initiatives conducted at the village level. There is a noticeable gap in digital competencies among officials, partly influenced by generational differences in technological proficiency. Sustainable capacity development for government personnel has not yet been achieved, and community members have never received socialization or outreach regarding the available digital services.

Second, in the Organizational dimension, the organizational structure has been formally established in accordance with local government regulations; however, it does not yet fully support the implementation of digital public services. This is reflected in the absence of specific Standard Operating Procedures (SOPs) for digital services, informal coordination among organizational units, unstable internet infrastructure, and internal management practices that remain reactive rather than proactive.

Third, in the Institutional dimension, a regulatory framework is already in place, but its implementation has not been optimal due to the lack of detailed technical guidelines at the village level. Institutional support is still limited to policy direction without intensive technical assistance. In addition, the village website and social media platforms have not been utilized effectively, and there is no systematic monitoring and evaluation mechanism in place.

Overall, more systematic, well-planned, and sustainable efforts are required from all stakeholders to ensure that digital transformation in Maleber Urban Village can be implemented effectively and provide tangible benefits to the community. Several recommendations can be proposed: (1) designing independent training programs at the village level; (2) developing specific SOPs for digital service delivery; (3) increasing budget allocations for digital infrastructure; (4) establishing measurable monitoring and evaluation mechanisms; and (5) conducting active public outreach and socialization regarding the available digital services.

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