

DIGITALIZING VILLAGE ADMINISTRATION: A CASE STUDY OF CIKIDANG LEMBANG

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Abstract

The rapid development of digital technology has transformed governance, including administrative services at the village level, making digitalization an urgent need to improve efficiency, transparency, and community participation. This study aims to analyze the implementation of the Cikidang Lembang Village website as a medium for administrative services. The research is grounded in e-government theory, the Technology Acceptance Model (TAM), and public service quality theory (SERVQUAL), which explain the role of digital platforms in enhancing governance outcomes and citizen engagement. Using a qualitative descriptive approach with a case study method, data were collected through observation, interviews, and documentation involving village officials, residents, and student developers. The findings show that the website successfully improves administrative efficiency, reduces manual workloads, and fosters transparency through features such as online letter services, news updates, and citizen aspiration forms. However, challenges such as limited digital literacy and infrastructure remain. Overall, the study confirms that participatory approaches in system development strengthen adoption and sustainability.

Keywords: Digital Governance, Village Administration, E-Government

A. INTRODUCTION

The rapid development of digital technology has significantly transformed various aspects of human life, including public service delivery (Airlangga et al., 2020). The internet has become the primary medium that enables faster information flow, communication, and more efficient online-based services (Fitriya et al., 2021). Governments worldwide have adopted website-based technologies to improve transparency and information dissemination to the public (Hidayat & Maulana, 2022). This digital transformation extends beyond the private sector and increasingly penetrates public sector institutions, particularly at the local government level (Azzahra, 2020). Consequently, digitalization has become an unavoidable demand in the context of modern governance (Kementerian Kominfo, 2021).

Websites serve as effective instruments in supporting administrative services because they can provide accurate, fast, and interactive information (Fitriya et al., 2021). On the technical side, website development typically involves frontend technologies such as HTML, CSS, and JavaScript for interface design, as well as backend frameworks like PHP and MySQL for data management (Fathoni, 2021; Setiawan & Rahmawati, 2023). Previous studies have shown that website-based systems enhance administrative efficiency, reduce manual workloads, and improve transparency in public service delivery (Redy et al., 2022). Moreover, the integration of websites with national digitalization policies further emphasizes their relevance within the framework of public administration reform (Kementerian Kominfo,

2021). Therefore, the utilization of websites represents an essential element of bureaucratic modernization at the local level.

Nevertheless, in practice, the implementation of digital administration in rural areas still faces various challenges. Cikidang Lembang Village, for example, has developed a website to facilitate administrative services, yet its effectiveness has not been fully optimized. Village officials encounter difficulties in managing the backend system, while local residents are still limited in their ability to fully utilize the frontend services. Additionally, issues such as limited digital literacy and infrastructure constraints hinder the sustainable use of this technology. This condition highlights a gap between the potential of digital tools and their actual application in village-level governance.

Several previous studies have demonstrated the relevance of websites in enhancing public services. Fitriya et al. (2021) found that the use of websites improves organizational communication quality and accelerates information dissemination. Fathoni (2021) emphasized that the application of HTML, CSS, and JavaScript with the Bootstrap framework produces more responsive and user-friendly website interfaces. Meanwhile, Setiawan and Rahmawati (2023) revealed that the use of PHP Native and MySQL at small to medium scales is proven effective in supporting digital-based administrative services.

The similarity of this study with previous research lies in its focus on utilizing websites as a medium for administrative services and the adoption of simple technologies that are easy to implement at the local level. However, this study differs substantially because it examines website implementation in a more contextualized manner within the scope of village governance, particularly in Cikidang Lembang Village, by considering the dual roles of users: village officials as administrators and citizens as service users.

This distinction constitutes the originality of the study, as it provides an in-depth analysis of the implementation of digital administrative services at the village level. The research does not only evaluate the technical aspects of website development but also explores its impact on the effectiveness of village public services and its relevance to government policies on digital transformation in rural governance.

The urgency of this study arises from the growing demand for digitalization of village administrative services in line with government directives through the Ministry of Home Affairs Regulation No. 47 of 2016 on Village Administration and national digital transformation policies (Kementerian Kominfo, 2021). The implementation of websites as a medium for administrative services is deemed crucial to improving efficiency, accountability, and transparency in village governance, as well as strengthening community participation in accessing public services.

Based on this background, the present study aims to analyze the utilization of websites as a medium for administrative services in Cikidang Lembang Village. Specifically, it investigates how frontend and backend technologies are structured, how the dual roles of village officials and citizens operate within the system, and the implications of this implementation for the quality of administrative services in the village.

B. LITERATURE REVIEW

E-Government Theory

E-Government theory emphasizes the use of information and communication technology (ICT) by public institutions to improve the delivery of services, transparency, and efficiency in governance (Heeks, 2006). It represents a paradigm shift from traditional manual administration to digital-based systems that promote more citizen-centered services (Fang, 2002). According to this perspective, digital platforms such as websites are not only tools for providing information but also mechanisms to enable interaction between government and

citizens (Ndou, 2004). The core idea is that technology can reduce bureaucratic barriers, enhance accountability, and expand access to public services (West, 2004). Thus, e-government serves as a theoretical framework to analyze the digitalization of village administration in terms of governance outcomes. Indicators of E-Government:

- Accessibility of digital services
- Transparency and accountability
- Efficiency of service delivery
- Citizen participation and engagement

Technology Acceptance Model (TAM)

The Technology Acceptance Model (TAM) explains how users accept and use new technologies, focusing on perceived usefulness and perceived ease of use as key determinants (Davis, 1989). It posits that when users find a technology helpful in improving their tasks, and at the same time easy to operate, they are more likely to adopt and consistently use it (Venkatesh & Davis, 2000). TAM has been widely applied in studies of digital platforms, including government websites and e-services, to assess user acceptance (Legris et al., 2003). In this study, TAM is relevant to understanding both village officials and citizens as users of the administrative website. It provides a framework to evaluate how perceptions of utility and simplicity influence the success of website adoption in rural governance. Indicators of TAM:

- Perceived usefulness
- Perceived ease of use
- Behavioral intention to use
- Actual system usage

Public Service Quality Theory (SERVQUAL)

Public Service Quality theory, based on the SERVQUAL model, defines service quality as the gap between citizens' expectations and their perceptions of actual service performance (Parasuraman et al., 1988). It highlights that high-quality public services must address reliability, responsiveness, assurance, empathy, and tangible aspects of service delivery. In the context of digital governance, this theory is applied to assess whether technology-based systems like websites meet citizens' expectations of administrative efficiency (Zeithaml et al., 2002). Service quality theory emphasizes that technology should not only automate processes but also enhance user satisfaction and trust in governance institutions (Gronroos, 2007). Therefore, it is essential for evaluating the outcomes of digitalizing village administration. Indicators of Public Service Quality:

- Reliability (consistency of services)
- Responsiveness (promptness of service delivery)
- Assurance (trust and competence)
- Empathy (attention to citizen needs)
- Tangibles (appearance and usability of system interface)

C. RESEARCH METHODOLOGY

This study employed a qualitative descriptive method with a case study approach, aiming to obtain an in-depth understanding of the planning, implementation, and outcomes of utilizing a website as an administrative service medium in Cikidang Village, West Bandung Regency. The case study method was chosen because it allows researchers to explore phenomena in real-life contexts comprehensively and in detail (Yin, 2018). Qualitative methods are considered relevant to capture the dynamics of technology implementation in village governance, where social, technical, and cultural aspects intersect (Creswell, 2014). The study took place in July 2025 as part of a community service program (KKN) conducted by Universitas Alghifari.

The research subjects were selected purposely, including village officials, community members who use the website, and student developers involved in the KKN program. Purposive sampling was deemed appropriate because it allows the selection of information-rich cases directly related to the research objectives (Patton, 2015). The inclusion of these groups ensured that perspectives from system managers, end users, and developers could all be examined to provide a holistic view of the website's implementation.

Data collection was conducted through three main techniques. First, participant observation was carried out by student developers during the process of website development and interaction with village officials. Second, semi-structured interviews were conducted with both village officials and citizens to explore their experiences, challenges, and perceptions of using the website. Third, documentation involved collecting supporting evidence such as screenshots of the website, online service records, and photographs from socialization activities. The primary instrument of this study was the researcher, consistent with the nature of qualitative inquiry, while interview guides, observation sheets, and field notes were used as supporting tools (Creswell, 2014).

The data analysis was carried out using a thematic approach, consisting of several stages: data reduction, coding, categorization into themes such as implementation, benefits, challenges, and expectations, and drawing conclusions based on patterns across themes (Braun & Clarke, 2006). The analysis process was iterative, moving back and forth between data and interpretation to ensure consistency and depth. To enhance the validity of findings, data triangulation was conducted by cross-checking results from interviews, observations, and documentation (Patton, 2015).

D. RESULTS & DISCUSSION

Implementation of the Website Utilization Program

The implementation of the website utilization program in Cikidang Village began with a participatory planning stage, where KKN (Community Service Program) students from Universitas Al-Ghifari coordinated with village officials to explore real administrative needs. This stage was crucial to ensure that the digital system aligned with the social and administrative context of the village. According to Creswell (2018), participatory planning strengthens the validity of implementation because it is based on the direct needs of end users.

The next stage involved field observation and interviews conducted to identify barriers within the manual administrative process. Findings from these activities served as the foundation for system design, in line with Heeks' (2018) argument that real community needs must serve as the basis of e-government system design to achieve effectiveness. Subsequently, the website was developed with attention to interface design, navigation, and service features. Implementation continued with content uploading and training for village officials, which reflects the concept of technology transfer as discussed by Rogers (2003).

The final stage was evaluation through user testing, involving both village officials and residents. This highlighted the importance of a feedback loop within digital systems, ensuring their ability to adapt to the evolving needs of the community (West, 2020). The implementation of the digital administration program in Cikidang Village was carried out in stages to ensure the successful adoption of the system. The process began with participatory planning and continued through observation, design, implementation, and evaluation. Each stage was systematically structured to guarantee that the program aligned with the social and administrative context of the village. This approach ensured that the website not only served as a technological innovation but also as a sustainable solution for improving public services.

Stages of Implementation:

1. Participatory Planning

The participatory planning stage began with initial coordination between the KKN (Community Service Program) students of Universitas Al-Ghifari and village officials. This step was essential to build mutual understanding, clarify roles, and ensure the active involvement of key stakeholders in the program. Through this collaboration, the students were able to establish trust with the local government while gaining insights into the specific challenges faced in administrative management at the village level.

Following this coordination, the team worked closely with village representatives to identify both administrative needs and the potential for digitalization. Particular attention was given to inefficiencies in existing manual processes, such as the preparation of official letters and dissemination of information, which often consumed time and resources. By mapping these needs, the planning process provided a solid foundation for designing digital solutions tailored to the village's socio-administrative context.

Figure 1. Website Design Development



Source: Researcher's Documentation, 2025

The results of these discussions were then translated into the formulation of objectives, scope, and strategies for program implementation. The determination of key website features such as an online letter service, a village profile page, and an information portal was carried out collaboratively to reflect local priorities. In line with Creswell's (2018) argument, emphasizing user participation ensured that the system design was not only technically functional but also socially relevant, making it more likely to be adopted and sustained by the community.

2. Observation and Needs Analysis

The observation and needs analysis stage was carried out to gain a comprehensive understanding of the existing manual administrative processes in Desa Cikidang. Field observations allowed the KKN team to directly examine daily practices, such as how residents submitted requests for official letters and how these were processed by the village office. This stage provided valuable insights into the workflow, revealing both strengths and inefficiencies of the traditional system.

To enrich the observations, structured interviews were conducted with village officials and residents to identify specific service challenges they encountered. Residents frequently reported delays in processing documents, while village staff highlighted the repetitive and time-consuming nature of manual data entry. These narratives complemented the observational data, creating a holistic picture of the administrative context and providing a clear direction for the digital intervention.

In addition to interviews, the team documented existing manual procedures as a comparative baseline against which improvements could later be measured. The analysis revealed several key barriers, including limited service time, accessibility constraints for residents living far from the village office, and the lack of transparency in administrative

tracking. Consistent with Heeks' (2018) findings, the study confirmed that any system design must be firmly grounded in real community needs, ensuring that the technology addresses practical challenges rather than imposing external solutions.

3. Website Design and Development

The website design phase began with the creation of a simple and accessible interface to ensure ease of use for both residents and village officials. User-friendly navigation was prioritized so that individuals with limited digital literacy could still benefit from the platform. This emphasis on simplicity aligns with the need to make e-government services inclusive and effective at the village level. The design process thus balanced technical functionality with the social realities of the local community.

The main structure of the website was organized into several key menus: village profile, online letter services, news and information, and community aspiration forms. Each menu was directly mapped to existing administrative needs, reflecting the actual workflow of the village office. For instance, the online letter service was modeled after the manual process, enabling continuity while improving efficiency. This structuring ensured that the digital platform remained relevant to the day-to-day operations of the village administration.

To bridge the gap between planning and practice, the development team created a prototype website for trial use. The prototype served as a practical tool to test service flows, identify usability challenges, and gather initial feedback from end users. Guided by Rogers' (2003) theory of technology transfer, the development emphasized the adaptation of technology to local users rather than imposing rigid external standards. This approach allowed the system to be accepted as a natural extension of existing practices while introducing innovations to improve efficiency and transparency.

4. Implementation and Training

The implementation phase began with uploading the initial content onto the website, including essential village data, organizational structures, and service-related documents. This stage ensured that the system was not merely a technical platform but also a repository of relevant information directly connected to the needs of residents. By making key documents digitally accessible, the village administration aimed to reduce dependency on manual processes and to foster transparency in service provision.

Following the content upload, the website was introduced to both village officials and community members through a series of socialization activities. These sessions provided an opportunity to explain the purpose, benefits, and practical use of the website. Training sessions for village officials were then conducted, focusing on the technical aspects of operating, updating, and maintaining the system. This capacity-building process was crucial to ensure that the digital platform could be sustained beyond the direct involvement of the student development team.

Trial runs of the administrative service features, such as online domicile letter requests, were carried out to test the system's functionality. During this phase, feedback from users was actively gathered to identify potential barriers, technical glitches, or areas for improvement. Adjustments were then made based on these initial responses, highlighting the importance of a feedback-driven development process. This iterative approach allowed the system to remain flexible and adaptive, ensuring its alignment with the evolving needs of the village community.

5. Evaluation and Feedback

The evaluation stage was carried out through comprehensive testing that involved both village officials and local residents as active participants. This inclusive approach was designed to capture diverse perspectives from those who directly interact with the website. Village officials provided insights regarding administrative efficiency and ease of updating

digital records, while residents offered feedback on their experience in accessing services such as online letter requests and information retrieval.

Feedback collection focused on three key dimensions: clarity, usability, and functionality. Clarity referred to how easily users could understand the layout and instructions within the system, while usability captured the smoothness of navigation and accessibility across different devices. Functionality, on the other hand, measured whether the website's features operated as intended in real service delivery contexts. Through this process, both strengths such as improved access to information and weaknesses such as limited digital literacy among some users were systematically identified.

The results of this evaluation were then used to prepare recommendations for further improvement of the website. Suggestions included expanding features, strengthening training modules for officials, and simplifying user interfaces to match varying levels of digital competence. This stage highlighted the importance of maintaining a continuous feedback loop, as emphasized by West (2020), to ensure that digital systems evolve with community needs and remain sustainable over time. By integrating user perspectives, the program reinforced both technological adaptability and community ownership of the innovation.

Functions and Features of the Cikidang Village Website

The Cikidang Village website presents several core features that serve as tools for administrative services and public communication. First, the village profile page displays the village's identity and basic information, thereby supporting transparency in local government profiles (Nugraha, 2021). Second, the online letter application service, such as domicile certificates, is designed to simplify administrative processes for residents by eliminating the need for physical presence. This innovation aligns with the findings of Janssen and Estevez (2013), who emphasize that digitalizing documents can significantly improve the efficiency of public service delivery.

Third, the website provides news and information on village activities, enabling citizens to access timely and open updates about their community. This service supports the principle of e-transparency in digital governance (Bertot et al., 2010). Fourth, a community aspiration form is available as a channel for residents to submit suggestions or complaints. This feature is relevant to the concept of citizen engagement in digital governance, where two-way interactions between government and citizens strengthen the quality of local democracy (Mergel, 2016).

1. Village Profile Page

Figure 2. Profile Page Display of Cikidang Village



Source: Researcher's Documentation, 2025

The profile page of the "Cikidang Village Website" currently operates on a local server (localhost) as a pilot version before full deployment. At the top-left corner, the page

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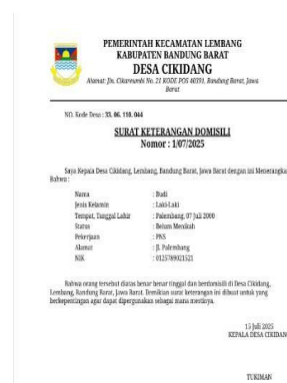
prominently displays the official logo of West Bandung Regency, symbolizing the administrative legitimacy of the platform. The navigation menu is structured clearly, offering key options such as Home, Village Profile, and Online Letter Services, which guide users efficiently toward the intended services.

The page background features a panoramic view of the village landscape, designed not only to create an aesthetically pleasing interface but also to strengthen the cultural and geographical identity of the village. At the center of the page, a welcoming message—“Selamat Datang di Website Desa Cikidang”—appears in bold, friendly typography, reinforcing inclusivity and openness in digital communication.

In terms of functionality, the profile page serves as the central entry point for users to explore various features, while at the same time promoting transparency by presenting basic information about the village. This aligns with e-government principles emphasizing accessibility, user-centered design, and local identity branding. The thoughtful integration of administrative symbols, visual identity, and clear navigation indicates that the platform is not only a digital service tool but also a representation of governance legitimacy at the village level.

2. Online Letter Application Service

Figure 3. Display of Domicile Certificate Service



Source: Researcher's Documentation, 2025

The online letter application service, developed during the Community Service Program (KKN) by Universitas Al-Ghifari students, represents a crucial milestone in the digitalization of village administration. One of the main outputs of this service is the Certificate of Domicile, a commonly required document for residents in various administrative and legal processes. By shifting the application process into a digital platform, the service significantly reduces the need for residents to physically visit the village office, thereby saving both time and resources.

Through this feature, residents can complete an online form by providing the necessary personal data and supporting information. The submitted data is then verified directly by authorized village officials before the document is either printed or made available for download. This mechanism ensures both administrative accuracy and procedural accountability while maintaining a streamlined service process.

More broadly, the initiative demonstrates the integration of efficiency, transparency, and modernization into local governance. It aligns with global e-government practices that emphasize reducing bureaucratic barriers, improving accessibility, and fostering citizen trust in digital platforms. By embedding such innovations, the Cikidang Village Website illustrates how rural communities can progressively adopt digital solutions to strengthen public service delivery while maintaining inclusivity for all residents.

3. News and Information Updates

Figure 4. Display of Village News and Information



Source: Researcher's Documentation, 2025

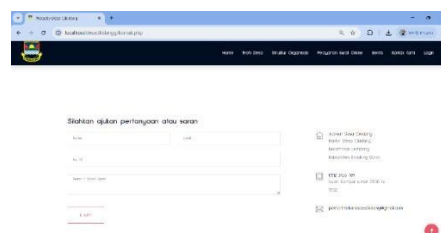
The news and information feature of the Cikidang Village Website is designed to provide residents with timely and accessible updates regarding village activities, government announcements, and development programs. By centralizing official information in a single digital platform, this feature ensures that all community members can stay informed without relying solely on physical notice boards or word-of-mouth communication. This approach directly supports principles of openness and transparency in public governance.

Through this section, residents gain access to details of events such as community meetings, social programs, infrastructure projects, and local cultural activities. Information is presented in a clear and structured format, enabling citizens to track developments and monitor the performance of village authorities. In doing so, the website not only functions as a communication tool but also strengthens public accountability by reducing information gaps between government and citizens.

Furthermore, the feature plays a vital role in fostering e-transparency and participatory governance, where accessible information empowers residents to engage more actively in village decision-making. By adopting digital channels for communication, the Cikidang Village Government demonstrates its commitment to inclusivity, ensuring that both on-site and remote community members can remain connected to the progress and dynamics of village life.

4. Citizen Aspiration Form

Figure 5. Community Aspiration Form



Source: Researcher's Documentation, 2025

The Citizen Aspiration Form serves as an interactive channel that enables residents to submit suggestions, concerns, or complaints directly to the village government through an online system. By digitizing this process, the platform provides a more structured, accessible, and efficient means of communication compared to traditional face-to-face methods. This mechanism ensures that feedback from citizens can be recorded systematically, categorized, and addressed in a timely manner.

This feature plays a critical role in enhancing citizen engagement within the governance framework. It allows the community to actively participate in decision-making processes by voicing their needs and expectations, thereby aligning local development priorities with actual grassroots demands. Moreover, the digital format reduces barriers of distance and time, allowing residents who are unable to attend village meetings to still contribute their perspectives.

Aligned with the concept of participatory governance and digital democracy (Mergel, 2016), the aspiration form not only promotes transparency but also strengthens trust between the government and the people. By establishing a two-way communication system, the Cikidang Village Website demonstrates its function as both an administrative tool and a medium for inclusive governance, ensuring that citizen voices remain central in shaping the trajectory of local development.

Impact of Website Implementation on Village Public Services

The implementation results indicate a shift from manual administrative processes to more efficient digital-based services. Residents can now manage administrative tasks without physically visiting the village office, thereby saving both time and costs. According to Pratama (2020), the digitalization of village public services directly contributes to improved service accessibility, particularly in rural areas.

In addition to efficiency, the website enhances transparency and accountability by making village information openly available. This aligns with the principles of good governance, which emphasize public access to information (World Bank, 2017). Furthermore, the citizen aspiration form strengthens resident participation in decision-making, making public services more responsive to the community's needs.

However, field findings also revealed several challenges, including limited digital literacy among some residents and insufficient internet infrastructure. These challenges are consistent with Wahyudi's (2022) findings, which highlight that the digital divide remains a major barrier to the effective implementation of e-government in rural areas. Therefore, the sustainability of the program requires continuous support from the village government and capacity-building initiatives to improve residents' digital competencies.

E. CONCLUSION

This study concludes that the implementation of the Cikidang Village Website has successfully addressed the main research questions by demonstrating that digital platforms can significantly enhance administrative efficiency, transparency, and citizen participation at the village level. The findings show that the website not only reduces time and cost burdens associated with manual services but also strengthens accountability and inclusivity through features such as online letter applications, information updates, and citizen aspiration forms. These results indicate that the research objectives were achieved, contributing originality by contextualizing digital governance practices within rural settings where technological and social limitations coexist. Furthermore, the study highlights the meaningful impact of integrating participatory approaches in website development, ensuring that the system is both technically functional and socially relevant. In light of these findings, it is recommended that village governments continue to provide training and digital literacy programs for officials and residents to sustain system usage, while future studies may explore comparative analyses with other villages or employ quantitative methods to measure long-term impacts. Limitations of this research include the short observation period and reliance on qualitative data, which may be complemented in future studies by longitudinal or mixed-method approaches. From a policy perspective, expanding rural internet infrastructure and providing

institutional support for village-level digital initiatives will be crucial to bridging the digital divide and strengthening the sustainability of digital governance in rural Indonesia.

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