

PENINGKATAN TATA KELOLA MELALUI TRANSFORMASI DIGITAL ENHANCING GOVERNANCE THROUGH DIGITAL TRANSFORMATION

Zulmasyhur^{1*}, Heru Dian Setiawan², Nicolaus Petrus L. W.³

^{1,2,3}Department of Public Administration, Faculty of Social and Political Sciences,
Universitas Nasional, Jakarta Indonesia

*Correspondence: Zulmasyhur. Email: zl_hazia@yahoo.com

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ABSTRACT

This research focuses on critical urgency considering the limited explanation in the literature regarding improving digital governance at the village level, especially in Penglumbaran Village, Bali, in the context of E-Government. This urgency arises primarily from the need to understand the practices implemented by village governments in realizing good governance that is responsive to the needs of all village residents. Meanwhile, the main objective of this research is to investigate and analyze improvements in digital governance in Penglumbaran Village, Bali, focusing on implementing E-Government and its impact on administrative efficiency, transparency, and community participation. Then, the descriptive analytical-qualitative method used in this research is supported by a desk study approach, where secondary data relevant to the research topic is used as the basis for analysis. In addition, through implementing the Online Digital Village Administration, Penglumbaran Bali Village has succeeded in increasing the accessibility of government services and strengthening village governance. It is illustrated in research findings, which positively impact efficiency, transparency, and community participation in government decision-making. Therefore, this research provides significance for understanding the effectiveness of digital governance in the context of E-Government at the village level. Thus, this research opens up the potential to support improvements in digital governance at the village level more broadly, aligning with modern government developments.

Keywords: Digital Governance, E-Government, Online Digital Village Administration, Penglumbaran Bali Village

ABSTRAK

Penelitian ini memfokuskan pada urgensi kritis mengingat adanya keterbatasan penjelasan literatur mengenai peningkatan tata kelola digital di tingkat desa, khususnya di Desa Penglumbaran Bali dalam konteks *E-Government*. Urgensi ini terutama muncul dari kebutuhan untuk memahami praktik yang dilaksanakan oleh pemerintah desa dalam mewujudkan tata kelola yang baik dan responsif terhadap kebutuhan seluruh penduduk desa yang ada. Sementara, dalam penelitian ini tujuan utamanya ialah untuk menyelidiki dan menganalisis peningkatan tata kelola digital di Desa Penglumbaran Bali, dengan fokus pada penerapan *E-Government* dan dampaknya terhadap efisiensi administrasi, transparansi, serta partisipasi masyarakat. Lalu, metode kualitatif analitis deskriptif yang digunakan dalam penelitian ini didukung oleh pendekatan *desk study*, dimana data sekunder yang relevan dengan topik penelitian digunakan sebagai landasan analisis. Selain itu, melalui penerapan Administrasi Desa Digital *Online*, Desa Penglumbaran Bali berhasil meningkatkan aksesibilitas layanan pemerintahan dan memperkuat tata kelola desa. Hal ini terilustrasikan dalam hasil temuan penelitian yang mengungkapkan dampak positif terhadap efisiensi, transparansi, dan partisipasi masyarakat dalam pengambilan keputusan pemerintah. Oleh karena itu, penelitian ini memberikan signifikansi terhadap pemahaman terkait efektivitas tata kelola digital dalam konteks *E-Government* di tingkat desa. Dengan demikian, penelitian ini membuka potensi untuk mendukung peningkatan tata kelola digital di tingkat desa secara lebih luas, sesuai dengan perkembangan konteks pemerintahan modern.

Kata kunci: Administrasi Desa Digital Online, Desa Penglumbaran Bali, E-Government, Tata Kelola Digital

INTRODUCTION

Recently, there has been a remarkable advancement in information and communication technology, leading governments worldwide to embrace digital platforms and implement e-government initiatives (Lu et al., 2024). This shift has brought significant improvements in administrative efficiency and transparency in public administration. In Indonesia, the adoption of e-government has primarily begun at the central government level, contributing to better governance and public service administration (Rozikin et al., 2023; Wahyudin, et al., 2023).

A distinctive feature of the Indonesian government structure is the recognition of government Villages, which are constitutionally autonomous and have jurisdiction over their affairs (Law of the Republic of Indonesia Number 6 of 2014 concerning Villages). In contrast to the concept of villages in some European countries, the Indonesian state acknowledges them as a part of the government, functioning autonomously under legal regulations (Juan & McEldowney, 2021).

Nevertheless, the successful implementation of e-government processes in Indonesian village governments has been limited conceptually. The advent of e-government has marked a transformative era in public administration, aiming to enhance government efficiency, transparency, and citizen engagement by integrating information and communication technologies.

As nations worldwide embrace the potential benefits of e-government, the focus on its implementation in various contexts has led to a rich body of literature. However, amidst the progress, certain limitations persist, hindering the optimal realization of e-government processes.

A notable case is observed in Indonesian village governments, where the successful implementation of e-government

processes has been limited conceptually. Despite the potential advantages, the existing literature highlights challenges and gaps in understanding, raising questions about the effectiveness of e-government initiatives at the grassroots level. This review delves into the existing research on e-government, elucidating its conceptual limitations, and explores potential avenues to overcome these challenges for a more robust implementation in the specific context of Indonesian village governments. Many development processes only focus on results rather than incorporating crucial aspects of village development (Zulmasyhur & Avianto, 2019).

The community participation in digital governance implementation is crucial to ensure effectiveness, allowing the community to express their ideas freely without any pressure (Zulmasyhur, 2022). This involves the village's development planning and using e-government concepts to deliver services to the community.

In response to this context, the village government of Penglumbaran recognized the potential of digital governance and embarked on a transformative journey to implement e-government. They aim to streamline administrative processes, enhance service delivery, and foster citizen engagement (Dwi Cahyono et al., 2024). By leveraging digital technology, Penglumbaran Bali Village aims to establish a more efficient, accessible, and accountable governance framework. This study explores the various aspects of digital governance in Penglumbaran village and analyzes the innovative approaches taken in developing and implementing online administration systems.

MATERIALS AND METHODS

Village Administration

The State of Indonesia recognizes that the village is part of a government that operates autonomously in its jurisdiction

(Law of the Republic of Indonesia Number 6 of 2014 concerning Villages), which organizationally consists of:

1. Elements of the Village Leader or Head
2. Assistant Village Head or Village apparatus consists of:
 - a. Village Secretariat or Sekdes (*Sekretaris Desa*)
 - b. Implementation of Territory or Regional Heads (*Kepala Dusun*)
 - c. Technical Executor or KASI (*Kepala Seksi*)

Based on this, the mandate of the village government is the destruction of life democracy and guarantee the implementation of quality social services aimed at guiding the community towards a life that is prosperous, peaceful, secure, and just. Besides that, in a hierarchical structure, the village head is under the direct leadership of the regent/mayor, who oversees the village head's reports and supports village administration (Sukimin et al., 2023).

In this context, village management is undertaken by the village head and their associates, who serve as village officials and act on behalf of the local community. Then, the village government in terms of duties and functions is contained as follows:

- a. The primary role of the village head is that of a leader in the village administration, holding responsibility for governing the village. Their key duties encompass overseeing the village government, executing developmental initiatives, fostering community growth, and empowering the residents. As such, the village head bears significant accountability in managing diverse aspects of village life, such as promoting sustainable development, enhancing the community's overall well-being, encouraging active engagement of villagers in decision-making, and advancing collective welfare.
- b. The Village Secretariat assists the village head regarding village govern-

ment administration. In this role, he assists in smoothly running administrative processes, including document filing, correspondence management, and expedition activities.

- c. Regional heads or Dusun heads have two main functions: first, they are tasked with maintaining peace and order, carrying out community protection efforts, regulating population mobility, and managing their territory. This function aims to create a safe, comfortable, and orderly situation for their citizens. Second, they supervise the implementation of development in their area, ensure that development programs and projects go according to plan, and positively contribute to improving the community's quality of life at the regional or hamlet level.
- d. Head of affairs, positioned as village secretariat staff tasked with assisting the village secretary in providing administrative services to support the implementation of government tasks. In his role, the head of Affairs assists in carrying out various administrative aspects that support the smooth implementation of government tasks. With their support and contribution, the head of Affairs ensures that village administrative processes run efficiently and supports the smooth running of broader governmental tasks.

Delimiting roles in village government is very important in fostering democratic ideals and ensuring the provision of quality social services. Specifically, this meaning emphasizes the mandate of the village government to maintain democratic principles and facilitate a prosperous, peaceful, safe, and just community life. The village head, who is under the direct leadership of the regent/mayor, has an important role and responsibility beyond just administration. Their diverse duties

include leadership, development initiatives, community empowerment, and sustainable growth, highlighting their significant accountability in guiding holistic village development. The Village Secretariat supports the village head by maintaining administrative efficiency, processing documents, handling correspondence, and expediting various organizational activities.

This corporate support is crucial for smoothly implementing government tasks and ensuring the village government functions effectively. Regional heads or hamlet heads maintain peace and order, protect the community, regulate the population, and supervise regional development initiatives. Their dual role is to create a safe and orderly environment, thus significantly improving the quality of life at the regional or hamlet level. This decentralized approach aligns with discussions regarding the importance of local government structures in improving community welfare and development. The Head of Affairs at the village secretariat plays an important role in supporting the village secretary in providing administrative services.

Their role is very important for the efficient implementation of government tasks. It shows the interconnectedness of executive roles in the village government structure. In the context illustrated, the depiction of these roles marks a microcosm of governance dynamics that aligns with broader discussions of democratic governance, community development, and the effective implementation of government tasks. The complex network of responsibilities assigned to each administrative role emphasizes the interconnected nature of village governance, underscoring the importance of a well-defined organizational structure in enhancing community well-being and sustainable development from a village perspective.

E-Government

The evolution of the concept of good governance in recent times has been intertwined with the emergence of various terms such as democracy, civil society, human rights, and social development within the realms of political science and public administration. Notably, the discourse surrounding good governance has expanded to encompass the potential application of e-commerce tools and techniques to governmental tasks. While government policymakers have traditionally been cautious in adopting such technological innovations, a paradigm shift is underway, akin to the transformative changes witnessed in e-commerce and e-business. This shift, often referred to as the e-government revolution, holds immense promise in reforming the public sector and reshaping the dynamics between citizens and their government. By traversing the academic landscape and transitioning into theoretical considerations, this argument articulates that e-government is not merely a technological trend but a fundamental aspect that is destined to become an integral part of our daily lives in the near future.

Meanwhile, e-government is a widely used term in public administration, emphasizing the significance of digital technology in shaping administrative practices and service delivery. Its scope encompasses exploring various aspects, such as adoption, implementation, citizen engagement, service delivery, and the role of technology (Kawabata & Camargo, 2023). Theoretical perspectives regarding e-government include different frameworks. The first framework accentuates the potential of information technology in promoting decentralization and democratization. The second framework, normative/dystopian, sheds light on the limitations and contradictions of technology. The third framework focuses on the dynamic and interactive relationship between techno-

logy and the organizational-institutional environment. Lastly, the fourth framework situates e-government within the global integration theory (Milakovich, 2021). As a result, government agencies are compelled to provide information and services that align with citizen-government interactions (Zhu et al., 2024). This underscores the essential need for e-government systems to be advanced and sophisticated and, more importantly, centered around the needs and preferences of the people they serve (Fernández et al., 2023).

From an academic perspective, another compelling argument supporting the incorporation of e-government centers on its potential to enhance governmental efficiency and transparency. As e-commerce tools and techniques are strategically applied to public administration tasks, there is a prospect for streamlined processes, reduced bureaucracy, and increased accessibility to information.

Theoretically, this transition toward more efficient governance aligns with the principles of good governance, fostering accountability and responsiveness to citizens' needs. Additionally, the digitization of governmental functions holds promise in minimizing corruption and augmenting the overall effectiveness of public service delivery.

By delving into these academic considerations, it becomes evident that the theoretical foundations of e-government extend beyond mere technological advancements, actively contributing to the broader discourse on improving governance structures.

Methods

This research uses a library research approach. In the literature study, researchers deal with direct knowledge from text or numerical data rather than directly from knowledge in the field. Then, library data is ready to be used and obtained

from secondary data sources, and library data is not limited by space and time. Based on this, the researcher collected data by exploring several related documents, both journals, books, and other electronic documents, that were considered valid and relevant to the research (Sugiyono, 2022).

Furthermore, a qualitative approach in literature studies provides in-depth insight into the topic under study, helps researchers understand different points of view, and explores a more comprehensive understanding of the issue or phenomenon being studied (Yusanto, 2020).

RESULTS AND DISCUSSION

Online Digital Village Administration

The application of Online Digital Village Administration (Administrasi Desa Digital Online, 2020) in Penglumbaran Bali village refers to the use of digital technology to manage and facilitate government administration at the village level. In this context, it aims to increase efficiency, transparency, and ease of access to governance. If observed, Penglumbaran Bali village has implemented ADDO through the Village Information System (SID, Sistem Informasi Desa), the main platform for digitally managing and storing village administrative data (Purba, 2021).

Through SID, village governments can effectively monitor and manage data related to population, finance, land ownership, and development activities. Besides, the village e-government system is another important component of village digital administration, which allows villagers to access government information and submit administrative requests online.

Where online services include tasks such as resident registration, business license applications, and other administrative requests, based on the above, the essence of online village digital administration in Penglumbaran Bali village is also

to encourage communication and community participation in government decision-making processes in the context of facilitating input from the community, enabling them to express aspirations and participate in discussions related to development and community services.

Firstly, it significantly increases the efficiency of village administration by digitizing data collection, storage, and management and reducing dependence on time-consuming manual processes. Secondly, it increases the accessibility of government services for villagers, enabling them to access information and complete administrative tasks online without the need to visit the village office, saving time and physical costs. Firstly, it significantly increases the efficiency of village administration by digitizing data collection, storage, and management and reducing dependence on time-consuming manual processes. Secondly, it increases the accessibility of government services for villagers, enabling them to access information and complete administrative tasks online without the need to visit the village office, saving time and physical costs.

Overall, the Penglumbaran Bali village government actively encourages and supports the implementation of village digital administration through various programs and technology assistance. This aligns with the findings (Mayasari et al., 2023), whose main objective is strengthening village governance, accelerating development, and improving the quality of public services at the village level. Utilizing digital technology has a more significant positive impact on village progress, reduces bureaucracy, and increases community participation and involvement in village development.

The unity between the digital administration endeavors in Penglumbaran Bali village and the research findings by Mayasari et al. (2023) bolsters the scholarly merit of this approach. The shared objective

of fortifying village governance, expediting developmental processes, and augmenting the quality of public services underscores the wider applicability of digital technology in engendering positive outcomes at the village level. It corresponds with scholarly dialogues regarding technology's capacity to mitigate bureaucratic complexities and amplify community involvement in local developmental procedures. The scholarly examination of Penglumbaran Bali village's online digital administration initiative highlights its importance in confronting contemporary governance challenges. The integration of digital technology not only amplifies efficiency and accessibility but also nurtures community engagement, aligning with overarching academic deliberations on the transformative capacity of e-governance within local contexts.

Online Digital Village Administration Service

Penglumbaran Bali village offers its people a complete range of digital administration services, comprising 25 (twenty-five) different services. This service is designed to increase comfort and efficiency for residents and can be observed as follows:

Table 1. Types of Online Digital Village Administration Services of Pengumbaran Village

Online Digital Village Administration			
Information on Not Married	Information on Domicile	Information on Birth	Information on Death
Information on Disability	Business Information	Vehicle Information	Introduction to Crowd Permits
Identity Card	Statement Of Police Record	Buying and Selling Description	Lost Report
Statement of Income	Letter of Recommendation	Statement of	Application of

Service Type			Parent's Income	Authority
	Cooperation Agreement	Information Institution Domicile	Resident Transfer Application	Information on Different Identity
Purchase of Fuel	Certificate of Legal Capacity to Marry	Certificate of Marriage	Family Permit Statement	
Other Information				

Source: Penglumbaran Village website with address <https://addodesapenglumbaran.id/>

According to observations, the services offered by the Penglumbaran Bali village government are digital administrative services, which are an integral part of the e-government implementation. The focus is on establishing online digital village administration, which leads to improved efficiency and accessibility of government services for the community. Moreover, e-government facilitates transparency by granting public access to village administrative digital services information. This fosters effective governance and helps build trust within the community towards the village government.

In focusing on establishing online digital village administration, Penglumbaran Bali village is committed to enhancing both the efficiency and accessibility of government services. It resonates with the academic literature that underscores the transformative potential of e-government in streamlining administrative processes, reducing bureaucratic barriers, and making services more accessible to the public. The digital platform serves as a convenient and centralized avenue for residents to access myriad services without the need for physical visits, aligning with the scholarly discourse on democratizing access to public services through digital means.

Moreover, incorporating e-government practices in Penglumbaran Bali village serves as a mechanism to foster transparency. The village government enhances

visibility into its operations by granting public access to information on village administrative digital services. It aligns with scholarly discussions on the role of transparency in effective governance and community trust-building. The digital platform becomes a conduit for citizens to be informed about the government's activities, promoting accountability, a crucial aspect of academic debates on democratic governance.

Providing a comprehensive set of digital administrative services in Penglumbaran Bali village extends beyond mere convenience; it contributes to community empowerment. Residents can actively engage with the village government, submit requests, and access crucial information online. This participatory aspect aligns with academic perspectives that highlight the role of e-governance in empowering communities, enabling them to have a more active role in decision-making processes and government affairs. In essence, Penglumbaran Bali village's digital administration initiative, as revealed through a desk study approach, stands as an exemplar of leveraging digital technology for effective governance, aligning with contemporary academic discussions on the transformative potential of e-governance in enhancing public services and strengthening the relationship between the government and its constituents.

CONCLUSIONS AND IMPLICATIONS

Implementing digital governance in Penglumbaran village for e-government purposes has yielded significant positive outcomes. Notably, it has enhanced administrative efficiency and transparency and increased the participation of the village community in governmental decision-making. By adopting the Village Information System (SID, Sistem Informasi Desa) and online administration services, Penglumbaran Bali village has successfully improved

the accessibility of government services for its residents while reducing reliance on time-consuming manual procedures. The Penglumbaran Bali village government actively supports and promotes the utilization of digital administration to strengthen village governance, accelerate development, and enhance the quality of public services. Through the effective use of digital technology, villages have streamlined bureaucratic processes, encouraged community engagement in development initiatives, and improved government services' effectiveness. Providing online administrative services, including resident registration, business permits, and other administrative requests, has facilitated easy access to information for the community, enabling them to complete administrative tasks conveniently online, saving time and physical effort. In conclusion, the successful implementation of digital governance in Penglumbaran Bali village serves as a valuable example and source of inspiration for other villages in Indonesia. Embracing e-government practices allows villages to enhance their governance processes and deliver improved community services.

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