

Digital Transformation and Village Public Service Administration: A Study of Service Effectiveness in the Technology Era

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Abstract : *The rapid development of digital technology has encouraged governments at all levels to adopt digital transformation strategies to improve the quality of public service delivery, including at the village level. This study aims to analyze the role of digital transformation in enhancing the effectiveness of village public service administration in the technology era. The research employs a qualitative descriptive approach based on a literature review of academic journals, government reports, policy documents, and other relevant publications concerning digital governance, public administration, and village services. Data were analyzed using thematic analysis to identify patterns related to the implementation, opportunities, and challenges of digital transformation in village governance. The findings indicate that digital transformation contributes positively to the effectiveness of village public services by improving administrative efficiency, accelerating service delivery, increasing accessibility, strengthening transparency, enhancing accountability, and promoting citizen satisfaction. The adoption of digital platforms and village information systems enables more accurate data management and facilitates communication between village governments and communities. However, the implementation of digital services remains constrained by inadequate technological infrastructure, limited internet connectivity, insufficient digital literacy, and the lack of technical competencies among village officials. The study concludes that successful digital transformation requires not only technological adoption but also institutional readiness, stakeholder collaboration, continuous capacity building, and inclusive digital policies to ensure sustainable and citizen-oriented public service administration in rural areas.*

Keywords : *Digital Transformation; Village Administration, Public Service Effectiveness; Digital Governance; Village Information Systems*

Abstrak : Pesatnya perkembangan teknologi digital mendorong pemerintah di berbagai tingkatan untuk mengadopsi strategi transformasi digital guna meningkatkan kualitas penyelenggaraan layanan publik, termasuk di tingkat desa. Penelitian ini bertujuan untuk menganalisis peran transformasi digital dalam meningkatkan efektivitas administrasi layanan publik desa di era teknologi. Penelitian ini menggunakan pendekatan deskriptif kualitatif yang didasarkan pada kajian literatur terhadap jurnal akademik, laporan pemerintah, dokumen kebijakan, dan publikasi relevan lainnya mengenai tata kelola digital, administrasi publik, dan layanan desa. Data dianalisis menggunakan analisis tematik untuk mengidentifikasi pola terkait implementasi, peluang, dan tantangan transformasi digital dalam tata kelola desa. Temuan penelitian menunjukkan bahwa transformasi digital berkontribusi positif terhadap efektivitas layanan publik desa dengan meningkatkan efisiensi administrasi, mempercepat penyediaan layanan, meningkatkan aksesibilitas, memperkuat transparansi, meningkatkan akuntabilitas, serta mendorong

kepuasan warga. Penerapan platform digital dan sistem informasi desa memungkinkan pengelolaan data yang lebih akurat dan memfasilitasi komunikasi antara pemerintah desa dan masyarakat. Namun, implementasi layanan digital masih terkendala oleh infrastruktur teknologi yang belum memadai, konektivitas internet yang terbatas, literasi digital yang kurang memadai, serta kurangnya kompetensi teknis di kalangan perangkat desa. Penelitian ini menyimpulkan bahwa keberhasilan transformasi digital tidak hanya memerlukan adopsi teknologi, tetapi juga kesiapan kelembagaan, kolaborasi pemangku kepentingan, peningkatan kapasitas berkelanjutan, dan kebijakan digital yang inklusif guna menjamin penyelenggaraan layanan publik yang berkelanjutan dan berorientasi pada warga di wilayah perdesaan.

Kata Kunci : Transformasi Digital; Administrasi Desa; Efektivitas Layanan Publik; Tata Kelola Digital; Sistem Informasi Desa

PENDAHULUAN

The rapid advancement of digital technology has brought significant changes to various aspects of human life, including government administration and public service delivery. Digital transformation has become one of the primary agendas of public sector reform aimed at enhancing efficiency, effectiveness, transparency, and accountability in public services. The utilization of information and communication technologies enables governments to simplify administrative processes, accelerate service delivery, and expand citizens' access to a wide range of public services. The technological era, characterized by the increasing use of the internet, digital devices, and integrated information systems, has made digital transformation a necessity for achieving modern governance that is responsive to public demands (Peng, 2022).

The implementation of digital transformation in Indonesia has extended beyond central and regional governments to include village administrations. As the level of government closest to the community, villages play a strategic role in providing various administrative services, including population administration, issuance of official certificates, community data management, and other social services. Growing government attention toward rural development has encouraged the introduction of various initiatives, such as digital village programs, Village Information Systems, and technology-based governance reforms designed to improve the quality of public service delivery at the village level. The adoption of digital technology is expected to address many of the challenges associated with conventional service delivery, including complicated procedures, service delays, limited access to information, and administrative inefficiencies (Yusuf et al., 2025).

The implementation of digital transformation in village public service administration continues to face numerous challenges. Limited technological infrastructure, inadequate human resource capacity, unequal internet access, and varying levels of digital literacy remain significant factors influencing the success of digital service implementation. The transition from conventional service systems to digital-based administration requires institutional adaptation and changes in the working culture of village officials, which do not always occur smoothly. In many cases, technology serves merely as a supplementary administrative tool without fundamentally transforming public service mechanisms. Such conditions raise important questions regarding the extent to which digital transformation has genuinely improved the effectiveness of public service delivery at the village level.

Public service effectiveness is a crucial indicator for assessing the success of governmental administration. Service effectiveness reflects the ability of public organizations to provide services that are timely, accurate, accessible, responsive, and aligned with citizens' needs. Within the context of village public service administration, effectiveness is measured not only by the speed of service delivery but also by citizen satisfaction, transparency of administrative procedures, accessibility of information, and the ability of village governments to respond to community needs (Putra & Jannah, 2026). The utilization of digital technology has the potential to enhance these

dimensions through administrative automation, integrated data management, and the provision of services that are more accessible and efficient for citizens.

Previous studies have demonstrated that digital transformation contributes positively to improving public service quality through enhanced bureaucratic efficiency, transparency, and citizen participation (Shabnam Sharmin & Rakibul Hasan Chowdhury, 2025; Ugochukwu Francis Ikwuanusi *et al.*, 2024). Most existing studies, however, focus on digital governance implementation at the national, provincial, or municipal levels. Research specifically examining the relationship between digital transformation and the effectiveness of village public service administration remains relatively limited, particularly in rural contexts characterized by distinct social, economic, and infrastructural conditions. This limitation highlights an important research gap that warrants further investigation to better understand how digital transformation influences public service quality within village governments.

This study aims to analyze digital transformation in village public service administration with a particular focus on service effectiveness in the technological era. The research seeks to identify how the utilization of digital technology influences the quality of village public services, the factors that support or hinder its implementation, and its implications for village governance. The findings are expected to contribute to the theoretical development of public administration and digital governance studies while also providing practical recommendations for village governments and policymakers in designing public service strategies that are more effective, innovative, and responsive to community needs in the era of digital transformation.

KAJIAN TEORITIS

Digital Transformation in Public Administration

Digital transformation is the process of utilizing digital technology to transform the way organizations perform their functions, processes, and services to increase effectiveness, efficiency, and the value provided to service users. In the context of public administration, digital transformation is not only related to the use of technology as a tool to support administration, but also encompasses fundamental changes in governance, organizational culture, communication patterns, and public service mechanisms. According to Jan A.G.M. van Dijk, digital transformation in the public sector is characterized by the integration of information and communication technology, enabling the government to provide faster, more transparent, and more citizen-oriented services. This transformation is a crucial part of bureaucratic reform, which aims to improve the quality of public services while strengthening the relationship between government and the public (Mujahidin & Kusuma, 2025; Tasi, 2022).

The development of digital technology has led to the emergence of the concept of digital government, namely government administration that utilizes digital technology in administrative processes, decision-making, and public services. According to David Osborne and Ted Gaebler, the use of technology in government enables the creation of a bureaucracy that is more innovative, adaptive, and responsive to environmental changes. Digital transformation also provides opportunities for the government to reduce operational costs, increase service accessibility, and accelerate the delivery of information to the public. Therefore, digitalization has become one of the main strategies in realizing effective and sustainable governance

Village Public Service Administration

Public service administration is a series of activities carried out by the government to meet the needs of the community through the provision of goods, services, and administrative services (Mamokhere *et al.*, 2022; Shittu, 2022). In the context of village government, public services

encompass various basic services such as population administration, certificate issuance, social services, community data management, and various other services directly related to citizen needs. According to Dwight Waldo, public administration is an organizational and management process aimed at effectively implementing public policies to meet the public's interests.

Village government holds a strategic position because it is the government institution closest to the community. This proximity makes villages the vanguard in the provision of public services. The effectiveness of village public services is greatly influenced by the capacity of the apparatus, the availability of resources, the quality of governance, and the village government's ability to adopt innovation. In the digital era, village public service administration is required to be able to utilize technology to improve service quality, accelerate administrative processes, and expand public access to services provided by the village government.

Theory of Public Service Effectiveness

The effectiveness of public services refers to the level of success of a public organization in achieving its stated service objectives. According to Peter F. Drucker, in research Jaworski & Cheung, (2023) effectiveness is an organization's ability to do the right things so that planned objectives can be optimally achieved. In the context of public services, effectiveness is measured not only by the successful completion of administrative tasks, but also by the government's ability to meet the needs and expectations of the public as service users.

According to Richard M. Steers, organizational effectiveness can be seen through goal achievement, environmental adaptability, internal integration, and the sustainability of the organizational system. Based on this perspective, the effectiveness of village public services can be measured through several key indicators: speed of service, ease of access, administrative accuracy, transparency of the service process, responsiveness of officials, and level of public satisfaction. The implementation of digital technology is expected to improve all of these indicators by simplifying service procedures, reducing administrative errors, and accelerating the process of service delivery to the public (Prayitno, 2023)

Teori E-Government dan Digital Government

The concept of e-government is one of the main theoretical foundations for understanding digital transformation in the public sector. According to Richard Heeks in research by Meydani, (2017), e-government is the use of information and communication technology by the government to increase effectiveness, efficiency, transparency, and accountability in governance and public services. The implementation of e-government enables the government to provide more accessible services, reduce transaction costs, and improve the quality of interactions between the government and the public.

The development of the e-government concept subsequently gave rise to the broader concept of digital government. Digital government focuses not only on the digitization of services but also encompasses institutional transformation, organizational culture change, and strengthening collaboration between the government, the public, and the private sector. According to the Organization for Economic Co-operation and Development, digital government is the use of digital technology as an integral part of a public sector modernization strategy to create an open, participatory, and user-oriented government. In the context of village government, the implementation of digital government can increase the effectiveness of public services while strengthening more transparent and responsive governance (Hajar & Arma, 2024).

Relation to Concep

Based on the theoretical review, this research starts from the assumption that digital transformation plays a major role in influencing the effectiveness of village public service administration. The use of digital technology through village information systems, online-based administrative services, and the use of digital platforms in service delivery is believed to improve service speed, ease of access, transparency, administrative accuracy, apparatus responsiveness, and public satisfaction. The success of this digital transformation is greatly influenced by the readiness of technological infrastructure, human resource capacity, institutional support, and the community's level of digital literacy. Thus, the effectiveness of village public services in the technological era can be understood as the result of the interaction between digital innovation, organizational capacity, and the quality of village governance.

METODE PENELITIAN

This study employs a qualitative research method with a descriptive analytical approach to examine digital transformation in village public service administration and its implications for service effectiveness in the technological era (Bradshaw et al., 2017). This approach was selected because it enables an in-depth understanding of the phenomenon of digitalization in village public services, including its opportunities, challenges, and implementation dynamics within the context of village governance. The study relies on secondary data obtained from scholarly journal articles, government reports, policy documents, statistical publications, institutional reports, and other relevant literature related to digital transformation, public service delivery, and village administration. Data were analyzed using thematic analysis techniques, including data collection, data reduction, categorization, thematic coding, interpretation, and conclusion drawing to identify patterns associated with the utilization of digital technologies in village public services. The analysis focuses on key dimensions of service effectiveness, including service speed, accessibility, transparency, responsiveness, administrative accuracy, and citizen satisfaction. To enhance the validity and credibility of the findings, source triangulation was conducted by comparing information obtained from academic sources, government documents, and other official publications. Through this approach, the study seeks to generate a comprehensive understanding of how digital transformation contributes to improving the effectiveness of village public service administration in an era characterized by rapid technological advancement.

HASIL DAN PEMBAHASAN

Digital Transformation Improves the Effectiveness of Village Public Service Administration

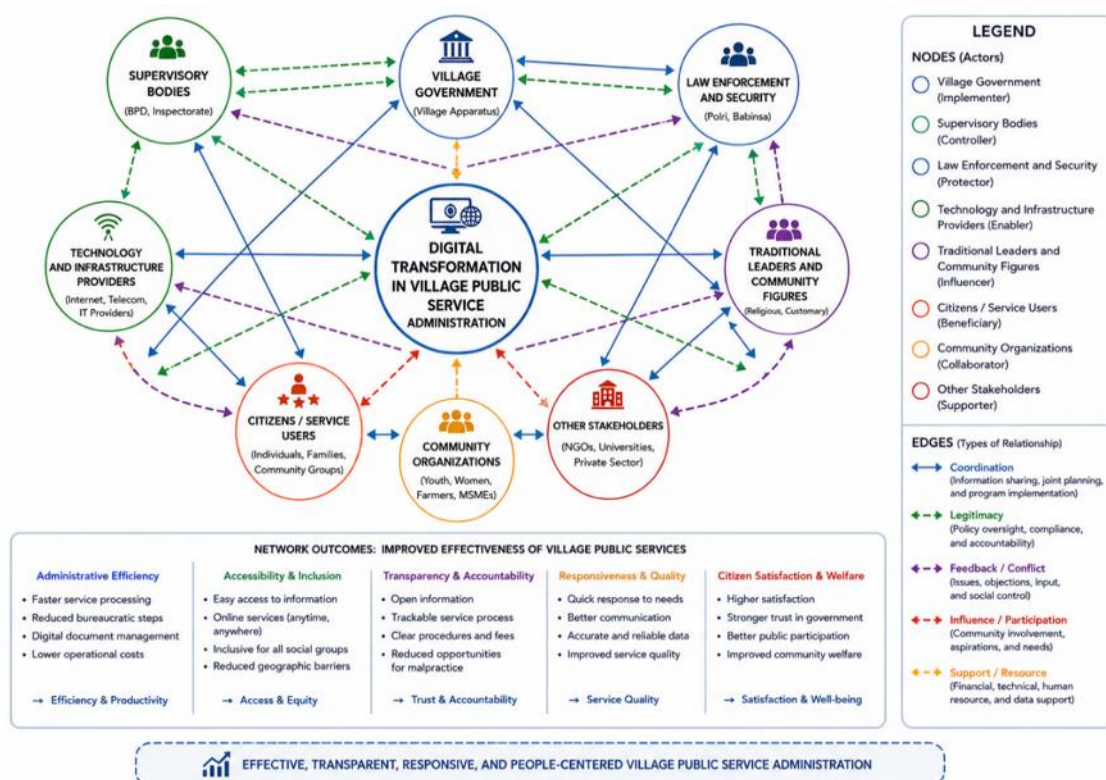
Digital transformation has significantly improved the effectiveness of village public service administration by simplifying administrative procedures and accelerating service delivery processes. The adoption of digital technologies, such as Village Information Systems (Sistem Informasi Desa), electronic administrative records, and online service platforms, enables village governments to manage public services more efficiently than conventional manual systems. Administrative tasks that previously required extensive paperwork and lengthy processing times can now be completed more quickly through digital data management and automated procedures (Adepoju, 2025). As a result, citizens experience shorter waiting times and more convenient access to public services, while village officials are able to perform administrative functions with greater accuracy and efficiency.

The implementation of digital technologies has also enhanced the accessibility and responsiveness of village public services. Through digital platforms, citizens can obtain information regarding service requirements, administrative procedures, and available government programs

without the need for repeated visits to village offices. This accessibility is particularly important in improving communication between village governments and local communities, as information can be disseminated more rapidly and transparently. Digital service systems further enable village administrations to respond more effectively to public inquiries and service requests, reducing communication barriers and improving overall service quality. Consequently, digital transformation strengthens the ability of village governments to meet citizens' needs in a timely and responsive manner (Rinayuhani *et al.*, 2025).

Beyond improving administrative efficiency, digital transformation contributes to greater transparency, accountability, and public satisfaction in village governance. Digitalized administrative systems provide clearer documentation, facilitate record management, and allow service processes to be monitored more effectively. Citizens can access information related to administrative procedures and service progress, reducing uncertainty and enhancing trust in village government institutions. Increased transparency also minimizes opportunities for administrative errors and discretionary practices that may undermine public confidence. These improvements collectively demonstrate that digital transformation serves not only as a technological innovation but also as a governance mechanism that supports more effective, transparent, and citizen-oriented public service administration at the village level.

Figure 1. Multi-Actor Network Model of Digital Transformation and Effective Village Public Service Administration.



Source. Dauthors' synthesis based on field document analysis and polycentric governance literature

Figure 1 illustrates a multi-actor digital governance network that supports the effectiveness of village public service administration in the technology era. The model positions digital

transformation as the central element that connects various actors involved in village governance and public service delivery. Village governments act as the primary implementers responsible for coordinating and managing digital service systems, while supervisory institutions provide oversight and accountability mechanisms to ensure that digital governance practices operate transparently and effectively. The presence of law enforcement agencies, community leaders, and other stakeholders further demonstrates that the success of digital transformation depends on collaboration among multiple actors rather than solely on technological adoption.

The figure also highlights the importance of coordination, legitimacy, conflict mediation, and support relationships among stakeholders within the digital governance ecosystem. Coordination relationships facilitate information sharing, policy alignment, and joint implementation of public service initiatives. Legitimacy relationships strengthen public trust and encourage community acceptance of digital innovations introduced by village governments. Conflict mediation mechanisms help address disagreements and challenges that may emerge during the implementation process, while support relationships provide resources, expertise, and advocacy necessary for sustaining digital transformation (Stadniichuk *et al.*, 2025). These interconnected relationships indicate that effective village public service administration requires not only technological infrastructure but also strong institutional collaboration and stakeholder engagement.

The role of communities and citizens is particularly significant within this governance network. Citizens are not merely recipients of public services but also active participants who contribute feedback, monitor service performance, and support the implementation of digital initiatives. Community organizations, local groups, and civil society actors facilitate communication between village governments and residents, ensuring that public services remain responsive to local needs and expectations. Through digital platforms, citizens gain greater access to information, participate more actively in decision-making processes, and engage directly with government institutions. This participatory approach strengthens democratic governance and enhances the responsiveness of public service administration at the village level.

The outcomes presented in the figure demonstrate that the quality of relationships among actors significantly influences the effectiveness of village public services. Strong and collaborative networks characterized by high levels of coordination, trust, and communication contribute to administrative efficiency, service accessibility, transparency, responsiveness, and citizen satisfaction. In contrast, weak or fragmented networks may result in poor coordination, limited information sharing, reduced legitimacy, and increased governance challenges. The model therefore suggests that successful digital transformation extends beyond technological modernization and requires the development of collaborative governance structures capable of fostering inclusive participation, institutional trust, and sustainable improvements in village public service administration.

Infrastructure and Human Resource Capacity Limitations Are Barriers to the Digitalization of Village Services

Infrastructure limitations and human resource capacity constraints represent major barriers to the digitalization of village services. Digital transformation in public service delivery relies heavily on adequate technological infrastructure, including stable internet connectivity, sufficient hardware, and integrated information systems. Many rural areas still face significant gaps in these basic facilities, resulting in uneven access to digital services. As a consequence, the implementation of digital village services often cannot function optimally and continues to rely on conventional manual systems.

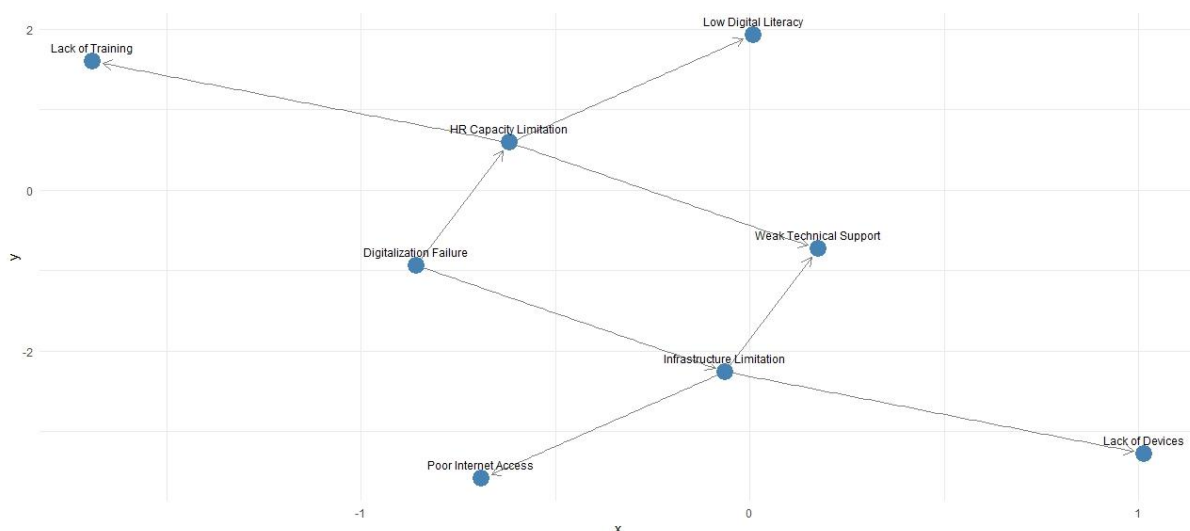
Unstable and limited internet access further exacerbates the challenges of digital service implementation in rural governance. Many villages experience low bandwidth, intermittent connectivity, or complete lack of reliable network coverage. These conditions disrupt administrative processes such as data entry, document processing, and communication between village officials and citizens. Service delays become common, reducing the efficiency that digitalization is expected to deliver and weakening public trust in digital governance initiatives.

Human resource capacity constraints also play a critical role in hindering digital transformation at the village level. Village officials, who serve as the primary actors in service delivery, often lack adequate digital literacy and technical skills. Limited training opportunities and insufficient technical assistance reduce their ability to operate digital platforms effectively (Nawaz & Zubair Khan, 2012). As a result, the expected improvements in service efficiency and transparency are not fully realized.

Low levels of digital literacy among village administrators also contribute to resistance in adopting new systems. Many officials remain more comfortable with traditional administrative procedures due to familiarity and perceived simplicity. Digital systems are often considered complex and time-consuming, especially in the absence of continuous mentoring. This situation highlights that successful digital transformation requires not only technological readiness but also behavioral and cultural adaptation within the bureaucratic structure.

Effective digitalization of village services therefore requires simultaneous improvements in infrastructure and human resource capacity (Liu et al., 2023). Governments need to invest in expanding reliable internet access and providing adequate technological equipment to rural areas (Furuholt & Sæbø, 2018). At the same time, continuous training, capacity-building programs, and technical support for village officials are essential to strengthen digital competencies. Without these integrated efforts, digital village initiatives risk becoming symbolic policies that fail to produce meaningful improvements in public service delivery.

Figure 2: Network Mapping of Barriers to Village Service Digitalization



Source Data Processes by the Nvivo

Figure 2 the network mapping of barriers to village service digitalization illustrates that obstacles to digital transformation are not isolated factors but are structured as an interconnected system. The visual representation shows Digitalization Failure as the central outcome node, which

emerges from the interaction of multiple contributing constraints. This indicates that the failure of digitalization is not caused by a single determinant, but rather by the accumulation of interrelated structural and capacity-related limitations within village governance systems.

At the upstream level, Infrastructure Limitation and Human Resource Capacity Limitation function as the main driving factors within the network (Olander *et al.*, 2015). Both variables are directly connected to several subordinate constraints, including poor internet access, limited availability of devices, low digital literacy, insufficient training, and weak technical support. This positioning highlights that infrastructure and human resource capacity represent root causes that significantly shape the effectiveness of digital service implementation at the village level.

The interconnections among nodes also reveal a strong pattern of dependency between technological and human dimensions. Infrastructure constraints not only affect the technical performance of digital services but also reduce the ability of village officials to adapt to digital systems. Conversely, limited human resource capacity intensifies infrastructure-related challenges because available systems cannot be utilized effectively. These interactions form a reinforcing cycle of barriers that mutually strengthen one another within the governance environment (Couture *et al.*, 2023).

The network mapping emphasizes that successful digitalization of village services requires an integrated approach that simultaneously addresses both infrastructure development and human resource capacity building. Without coordinated intervention across these two dimensions, the interconnected barriers are likely to persist and continuously hinder digital transformation. The findings underline that the effectiveness of digital governance is determined not only by technological availability but also by institutional readiness and the competencies of human actors responsible for implementation.

Dynamics of Empirical Findings in the Digital Transformation of Public Services

Studies on the digitalization of public services show that technology-driven transformation does not only lead to increased transparency and public satisfaction but also produces broader and more interconnected empirical dynamics. In practice, digitalization reshapes bureaucratic work patterns, state–society interaction, and the mechanisms of public service delivery that were previously heavily dependent on manual and face-to-face procedures.

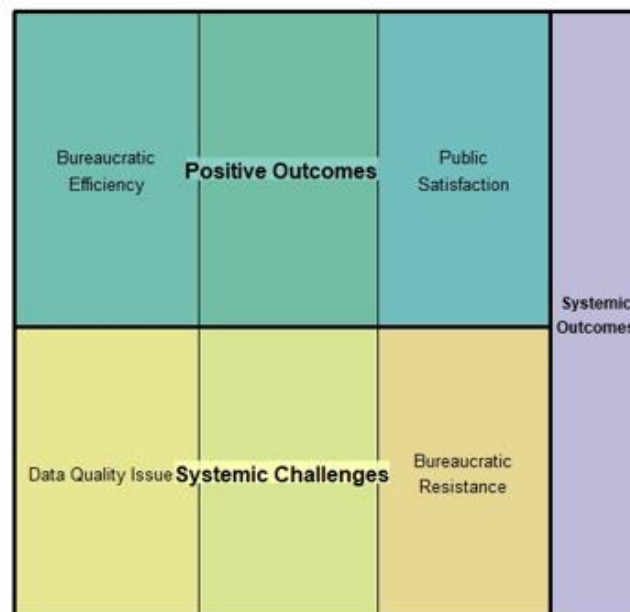
One of the most consistent findings across various studies is the improvement of bureaucratic efficiency. Digitalization accelerates service processes, simplifies administrative procedures, and reduces dependence on physical documents. These changes not only shorten service delivery time but also promote more standardized operational procedures across public service units, although the outcomes remain highly dependent on infrastructure readiness and implementation quality in the field.

Digitalization also strengthens accountability in public governance. Digital systems enable the creation of more structured and traceable data trails, allowing each service process to be monitored more openly (Lestari, 2025). This condition theoretically reduces opportunities for administrative irregularities; however, in practice, it still depends on the consistency of system use and the integrity of bureaucratic actors operating the system.

Digital transformation also generates critical findings related to the increasing risk of access inequality or the digital divide. Not all community groups possess the skills, devices, or internet access required to fully benefit from digital services. This situation indicates that digitalization may produce new forms of exclusion if it is not accompanied by systematic and sustainable digital inclusion strategies (Raihan *et al.*, 2025).

Other empirical findings highlight institutional resistance within bureaucracies toward digital change. Uneven adaptation, limited digital literacy, and work cultures that tend to preserve conventional practices slow down the transformation process. At the same time, digitalization also creates significant opportunities to improve data quality and strengthen evidence-based policymaking, as digital systems enable more real-time and integrated data management, although this still requires adequate human resource capacity to ensure accuracy and consistency.

Figure 3 Treemap of digital public service transformation dynamics



Source authors' analysis by the documents

Figure 3 illustrates the thematic distribution of digital transformation dynamics in public service delivery, organized into three main groups: Positive Outcomes, Systemic Challenges, and Systemic Outcomes. Each group represents a distinct yet interconnected dimension explaining how digitalization influences public service governance. The size of each element in the treemap reflects its relative dominance or contribution to the overall phenomenon of digital transformation.

The Positive Outcomes group represents the direct beneficial impacts of digitalization in public service delivery. Dimensions such as bureaucratic efficiency, accountability, and public satisfaction indicate that digitalization improves service quality by accelerating processes, enhancing transparency, and increasing government responsiveness to citizens' needs. The prominence of this group highlights that the benefits of digitalization remain a central narrative in public service reform (Collington, 2022).

The Systemic Challenges group captures the structural barriers that emerge during the digital transformation process. The digital divide, bureaucratic resistance, and data quality issues indicate that digitalization is not implemented without constraints. These challenges are systemic in nature, as they are not only related to technological capacity but also involve institutional readiness, organizational culture, and unequal access to digital technologies among citizens. The position of this group in the treemap underscores that these challenges remain significant and cannot be overlooked.

The Systemic Outcomes group represents broader changes in the relationship between the state and society, particularly through the transformation of public service interaction patterns (Ansell *et al.*, 2023). This dimension shows that digitalization affects not only administrative efficiency but also reshapes how governments engage with citizens. Interactions that were previously direct and conventional are increasingly shifting toward structured and system-based digital communication.

The treemap structure demonstrates that digitalization of public services is a multidimensional phenomenon characterized by a balance between benefits, challenges, and structural transformation. These three groups complement each other in explaining that the success of digitalization depends not only on improving efficiency but also on the ability to address systemic challenges and manage the evolving relationship between the state and society in a sustainable manner.

KESIMPULAN DAN SARAN

Based on the findings of this study, digital transformation in village public service administration has contributed significantly to improving service effectiveness through faster administrative processes, greater service accessibility, enhanced transparency, and increased responsiveness of village governments to community needs. The implementation of digital technologies, such as Village Information Systems (SID), online administrative services, and electronic data management, has simplified service procedures, making public services more efficient, accurate, and citizen-oriented. However, the success of digital transformation continues to face several challenges, particularly limited technological infrastructure, uneven internet access, insufficient human resource capacity, and gaps in digital literacy at the village level. The study also reveals that the effectiveness of digitalization is determined not only by the availability of technology but also by institutional readiness, the quality of collaboration among stakeholders, and active community participation in supporting the transformation process. Therefore, achieving effective and sustainable village public services requires an integrated approach that includes strengthening digital infrastructure, enhancing the competencies of village officials, promoting collaborative governance, and implementing digital inclusion strategies that ensure equal access and participation for all members of society.

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