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The Dynamics of E-Government-Based Administrative Public Services

Yusup Lintang Cahyo Andrian Putro[1], Maricar Besa[2]
[1]Universitas Terbuka, Indonesia
[2]Lyceum of the Philippines University, Manila, Philippines
(Email: yusup.lintang@ecampus.ut.ac.id)

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Abstract

Adopting e-government in local administration has become a strategic global response to enhance public service efficiency, transparency, and accessibility, particularly in developing countries. This study investigates the implementation of e-government in village governance, using Campurejo Village, Indonesia, as a case study. Employing a qualitative research design, data were collected through in-depth interviews with 18 informants, direct observation, and document analysis. The findings reveal that e-government adoption has improved administrative efficiency and service delivery. However, critical challenges remain, including inadequate digital infrastructure, limited internet access, and low digital literacy; only 44% of village officials possess sufficient IT skills. Moreover, limited public access to village data hinders transparency and civic participation. Campurejo Village has achieved "Independent Village" status despite these constraints, as reflected by a Village Development Index (IDM) score of 0.821. It demonstrates the transformative potential of digital governance in rural areas when supported by strong local leadership and adaptive policy strategies. This study contributes to the growing discourse on digital transformation in public administration by providing empirical insights into grassroots-level governance in decentralized settings. It highlights the importance of capacity-building, policy innovation, and cross-sector collaboration in overcoming local barriers to digital adoption. The findings offer valuable lessons for other rural communities and developing regions aiming to implement e-government systems to support inclusive and sustainable governance.

Keywords:

digital transformation; e-government; policy innovation; public administration; rural governance.

Introduction

The implementation of e-government in Indonesia plays a crucial role in reforming public service systems to enhance efficiency and transparency, addressing the historical bureaucratic shortcomings observed within the country's administrative sector. The political commitment to incorporate e-government practices under the auspices of good governance principles, mainly through the Presidential Instruction of the Republic of Indonesia Number 3 of 2003, underscores the significance of technology in public administration reform. By reducing bureaucratic inefficiencies and enhancing service accessibility, e-government initiatives aim to create a more responsive and accountable administration (Muliati et al., 2023; Rusadi & Rahmadany, 2023). When citizens perceive public services as efficient and reliable, their trust in government institutions increases, ultimately strengthening good governance (Lanin & Hermanto, 2019). Therefore, beyond technological adoption, the success of e-government lies in its ability to boost public trust and institutional integrity.

E-government has fundamentally transformed public service delivery, making it more accessible, efficient, and citizen-centered. Traditionally, bureaucratic inefficiencies slowed administrative processes, but digital governance has streamlined operations, enhancing internal managerial efficiency and optimizing service delivery through digital platforms (Nunes et al., 2017). This transition from offline to online mechanisms improves government responsiveness, allowing agencies to handle public demands faster and more reliably (Wardana et al., 2022). Moreover, integrating Information and Communication Technologies (ICTs) strengthens operational structures, ensuring more structured and effective governance (Sepasgozar et al., 2020). Beyond efficiency, e-government also fosters transparency and accountability by facilitating public access to information, enabling citizens to monitor and evaluate government performance (Al-Shbail & Aman, 2018; Mensah et al., 2021). As digital innovations evolve, their effective implementation will be crucial in shaping more responsive, transparent, and accountable public administration.

E-government offers significant benefits, including 24-hour accessibility and remote service delivery, enhancing efficiency and reducing the need for face-to-face interactions (Ningtias & Winaha, 2022). Its development is rooted in the information and communication technology revolution, which has driven societal shifts toward digital-based administrative systems (Azizah & Agustina, 2023). Moreover, e-government significantly enhances the quality of public services in Indonesia by enabling faster, more efficient service delivery through online platforms that streamline interactions between the government and citizens. Prayitno (2023) explained that these digital platforms facilitate quicker services, while data-driven decision-making supports more effective public administration. Integrating digital tools in public management is essential to meeting rising expectations for improved service delivery. This transition enhances government responsiveness and improves citizens' access to essential information. Moreover, e-government fosters citizen engagement by creating interactive platforms that encourage public participation in decision-making processes. Sidorenko et al. (2020) argue that accessible communication channels established through e-government empower citizens to engage more directly with governmental procedures, strengthening democratic practices.

In addition to operational enhancements, e-government initiatives play a crucial role in fostering public participation in governance processes. This participatory aspect is vital for establishing a democratic environment. Johnson (2021) argues that increased transparency informs the public and invites constructive critique, which can ultimately lead to improved governmental performance by holding institutions accountable for their actions and decisions. Similarly, Nawafleh & Khasawneh (2024) assert that adopting e-government reduces costs and streamlines public services, collectively enhancing citizen satisfaction by making interactions with government agencies more efficient and accessible. Furthermore, Xia (2017) highlight that the combination of e-government, data transparency initiatives, and citizens' demand for clear access to government information fosters opportunities for improving public trust and accountability. This openness enables citizens to monitor and evaluate government policies, contributing to more participatory and inclusive governance. In addition, the role of e-government in increasing operational efficiency is evidenced through enhanced service delivery mechanisms.

Despite its benefits, e-government faces several challenges in practice. Numerous studies have explored the implementation of e-government, administration, and public services in government, each offering unique perspectives. Masyhur (2017) found that slow e-government progress is mainly due to limited research contributions and inadequate institutional support, advocating for stronger academia-government collaboration, encompassing policy,

institutions, infrastructure, applications, and planning. Yunita (2018), in her evaluation of 543 local government websites based on Presidential Instruction Number 3 Year 2003, discovered that only four regions had fully adopted e-government, while most remained in the early stages of implementation. Similarly, Yusuf & Jumhur (2018) analyzed the Bandung Smart City project, highlighting that further legislative support is needed for full integration despite advancements. Ahmad (2018) examined the e-government application in Ciamis Regency and identified system integration challenges and a shortage of skilled human resources as key obstacles. Likewise, Andi (2020) assessed e-government use in the Cipedes Sub-district, concluding that low public awareness and insufficiently trained personnel hinder its effectiveness.

Moreover, the quality of information available on e-government platforms, which significantly influences citizens' willingness to engage with these services, is becoming an issue. A significant gap exists between the intentions of e-government initiatives and their actual impact on citizen engagement. Purwanto et al. (2020) emphasize that while Open Government Data (OGD) is essential for fostering transparency and improving public service delivery, actual levels of engagement remain inadequate due to the absence of effective interaction models between the government and its citizens, leading to missed opportunities for collaborative governance. Similarly, Wirtz et al. (2017) argue that unmet expectations regarding the usability and accessibility of OGD services serve as barriers to meaningful public participation, highlighting the need for improvements in these areas. Another major challenge lies in the maturity of e-government systems, particularly in Indonesia, where Gusman & Yandri Kusuma (2023) identified discrepancies between the planning and execution of e-government projects, resulting in implementation failures. These shortcomings underscore the need for more effective strategies to ensure accountability and smooth transition from planning phases to operational execution.

Furthermore, there is a pressing need to enhance digital literacy among citizens to facilitate better engagement with e-government platforms. Asvial et al. (2021) suggest that the gap between technological capabilities and citizen engagement will likely persist without improving digital literacy, particularly among younger demographics. Addressing digital literacy is particularly important at the village level, where disparities in access to technology and knowledge may hinder the successful adoption of e-government initiatives. Therefore, this study aims to examine the implementation of e-government at the village level, providing a unique perspective distinct from national or urban-focused studies. By analyzing the case of Campurejo, this study presents a grassroots view of digital governance in a decentralized system, shedding light on adaptive strategies, barriers at the local level, and the crucial role of village autonomy in determining e-government success. The findings are expected to contribute to the broader discourse on digital governance by offering practical insights into how local governments can enhance public service delivery through technology.

Method

This research uses a qualitative approach to explore the dynamics of e-government implementation in Campurejo Village, focusing on public service delivery and administration. This qualitative study explores the implementation of e-government in Campurejo Village, capturing dynamic phenomena holistically from the informants' perspectives. The qualitative method analyzes social life by describing the social world based on individuals' interpretation within a natural setting (Sudaryono, 2019). In other words, qualitative research holistically seeks to understand the experiences of research subjects, such as behavior, perception, motivation, and actions, using descriptive methods that rely on words and language in a

specific, natural context while incorporating various scientific approaches. In the context of implementing the Dynamic Governance system, this study used three key capability aspects, namely thinking ahead, thinking again, and thinking across (Neo & Chen, 2007).

This study prioritizes official documents and records from Campurejo to collect data, ensuring that only publicly accessible materials are used. Key informants were selected qualitatively, with assistance from local authorities and academic experts, to provide insights into the practical implementation of e-government. Data collection methods included document analysis, direct observation, and semi-structured interviews with 18 respondents from nine village government representatives and nine community members. These interviews, lasting between 30 and 45 minutes, followed a flexible guideline covering digital governance, public services, and administrative processes. To ensure accuracy and depth, interviews were audio-recorded, transcribed, and verified through member checking, while triangulation was used to cross-check data from interviews, observations, and official records.

Data validation adhered to four key verification methods (Miles et al., 2014) namely (1) Credibility Testing, which involved prolonged engagement, continuous observation, and triangulation of different data sources; (2) Transferability Testing, designed to make the findings applicable to similar rural governance contexts by providing detailed descriptions of Campurejo's e-government implementation; (3) Dependability Testing, ensuring that research methods were systematic, consistent, and could be replicated over time; and (4) Confirmability Testing, which involved cross-verifying research findings against independent sources to ensure objectivity. The research did not employ software for data analysis but instead relied on the researcher's expertise to interpret qualitative data in alignment with the study's context and objectives.

As an additional theoretical framework, this research applies the concept of Dynamic Governance to assess Campurejo's digital governance readiness. Dynamic Governance incorporates the principles of thinking ahead, thinking again, and thinking across disciplines to create flexible policies suited to evolving administrative challenges. The study also integrates the Village Development Index (IDM), as outlined in Village Minister Regulation Number 2 Year 2016, to evaluate Campurejo's social, economic, and environmental resilience in adopting e-government. By using IDM-related data from official government reports, village records, and interviews, this research comprehensively analyzes how local governance capacity influences e-government effectiveness and its potential to support sustainable rural development.

Results and Discussion

As the state's representative, the government delivers high-quality public services while adapting to technological advancements. Integrating digital tools in governance should not merely be a response to modernization and globalization but should aim to enhance administrative efficiency and effectiveness. The development of science and technology has led to revolutions in transportation, communication, and information technology, transforming the world into a global village. These advancements have eliminated traditional geographical barriers, creating a borderless space that can bring both opportunities and challenges depending on how technology is utilized (Sriyono & Mardiyati, 2024).

E-government plays a crucial role in public administration. This directive aligns with the Village SDGs framework the Ministry of Villages introduced, which supports the United Nations Sustainable Development Goals. Campurejo village has implemented e-government initiatives to improve administrative transparency and efficiency in response to these global changes. However, several challenges hinder full optimization. The inherent borderless nature

of digital governance creates complexities in data security, accessibility, and system integration. Additionally, the effectiveness of e-government depends on the ability of stakeholders to leverage digital tools appropriately. Based on the study, Campurejo has fulfilled the criteria of an independent village based on Village Minister Regulation No. 2 of 2016 on the Village Development Index, Chapter IV Article 5. The following is a summary of the Independent Village status:

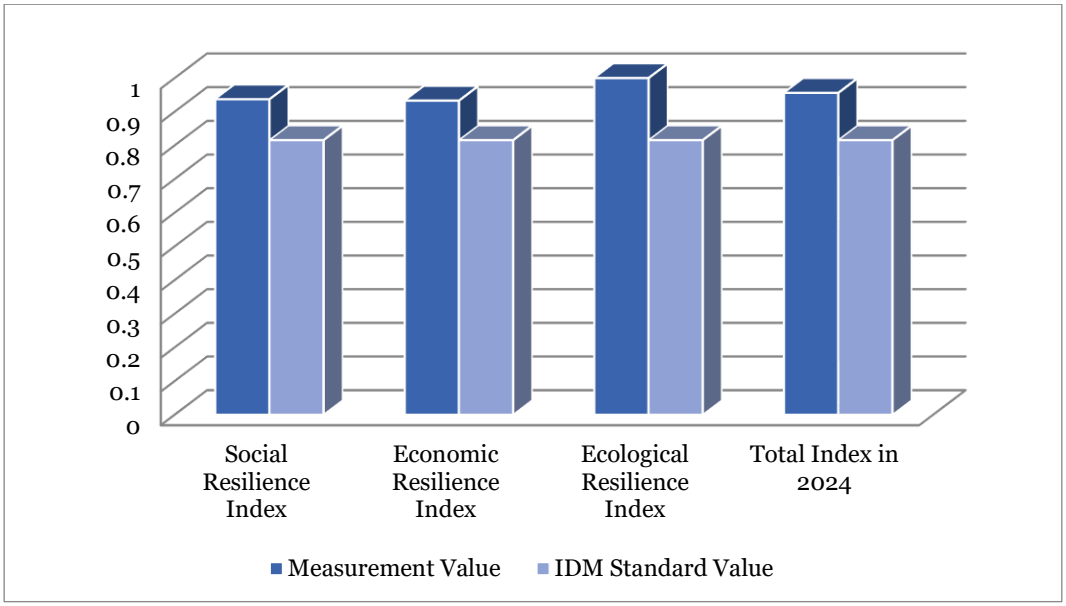

Figure 1. Independence Status of Campurejo Village Based on the 2024 Village Development Index

The findings indicate that Campurejo qualifies as an independent village based on Village Minister Regulation No. 2 of 2016 concerning the Village Development Index, Chapter IV, Article 5. The village scored 0.956, surpassing the 0.8156 threshold required for Independent Village status. A detailed score analysis reveals that social resilience is 0.937, reflecting strong community participation and well-functioning public services. Economic resilience is measured at 0.933, indicating stable employment rates and active local businesses, while environmental resilience reaches 1.000, demonstrating well-developed infrastructure and accessibility.

Even though Campurejo is recognized as an Independent Village, it still faces three key challenges. First, infrastructure limitations, especially connectivity issues, often disrupt communication between the village server and related institutions. These interruptions slow down administrative processes and reduce service efficiency. Second, there is a gap in digital skills among village officials. While many can use basic digital tools, some struggle with more advanced applications, shifting to fully automated services more difficult. Lastly, access to online public data is still limited. Important information, such as Village SDGs development data, is not yet available online, making it harder for the community to stay informed and participate in decision-making.

Despite these challenges, Campurejo has made significant progress in implementing e-government. However, to maximize its potential, the village must strengthen its digital infrastructure, provide comprehensive training for officials, and improve coordination with relevant institutions. Making public data easily accessible through an integrated online platform will also enhance transparency and encourage more community involvement. By addressing these issues, Campurejo can take full advantage of digital governance and continue to grow as a truly independent village.

Dynamic Governance in E-Government Implementation at Campurejo

Dynamic Governance plays a crucial role in enhancing the implementation of e-government in Campurejo by enabling the village to anticipate long-term needs, implement effective policies, and foster cross-sector collaboration. This strategic approach enhances the village's ability to adapt to future challenges through three key dimensions: Thinking Ahead, Thinking Again, and Thinking Across.

In dynamic governance, thinking ahead refers to the proactive consideration of future scenarios and potential challenges to inform decision-making processes. The Thinking Ahead approach enables village governments to anticipate long-term needs through research and data analysis. Agriculture remains the dominant sector in Campurejo, with 68 hectares of farmland producing an average of eight tonnes of rice per hectare and contributing to an average household income of IDR 47,040,000. Despite this, only four farmers in the village own tractors, limiting productivity. To maximize the economic potential of the agricultural sector, this study recommends the adoption of modern agricultural technology through strategic partnerships or equipment leasing schemes, which could enhance efficiency and output. Therefore, in this aspect, constructive feedback mechanisms and performance assessments help reinforce accountability and improve the overall governance framework (Agustina & Wulandari, 2020; Djua & Purwatiningsih, 2022).

The Thinking Again approach evaluates policy implementation to identify existing challenges and areas for improvement. One example is Campurejo's clean water management program, which has significantly improved accessibility and affordability. The Chief of Campurejo Village explained that from 2000 to 2010, access to clean water was limited. Still, by implementing a village-based clean water management system, every household now benefits from more affordable and accessible water. However, increased local water consumption has reduced revenue for the Regional Water Company namely PDAM, raising concerns about a potential conflict of interest. To prevent service imbalances, the village government must coordinate with the Bojonegoro District administration to develop a balanced solution that ensures sustainability and equitable access to clean water. Therefore, continuous evaluation and responsive adaptations are necessary for overcoming obstacles related to water delivery systems. Guenther (2023) discusses the importance of evaluative thinking in rapidly changing environments, which can be beneficial for implementing policy initiatives that produce meaningful outcomes.

The Thinking Across approach promotes innovation in human resource management and conflict resolution by fostering collaboration across sectors. To enhance productivity, Campurejo could introduce performance-based incentives for village staff and establish a flagship Village-Owned Enterprise (BUMDes) program to strengthen local economic activities. Additionally, implementing a working hour credit system could improve efficiency by allowing flexible schedules based on set performance targets. This approach would reduce workplace pressure while maintaining service quality and administrative effectiveness. The establishment of flagship programs like village-owned enterprises represents an innovative strategy for local economic empowerment, aligning with findings by Uresha & Opatha (2020) that emphasize the importance of human resource management in promoting employee satisfaction and subsequently enhancing organizational performance (Mayarni & As' ari, 2021). Consequently, by integrating these three dimensions of Dynamic Governance, Campurejo can further optimize its e-government implementation, ensuring that governance remains adaptive, forward-thinking, and responsive to current and future challenges.

Factors and Challenges of E-Government Implementation in Campurejo

The study found that factors that influence the implementation of e-government in Campurejo include market potential, pragmatic policy approaches, and community diversity. While e-government practice in Campurejo presents opportunities in enhancing governance and economic growth, several challenges must be addressed to ensure effectiveness including market, pragmatism, and multi-racism. Firstly, the market potential in Campurejo is predominantly driven by the micro, small, and medium enterprises sector (MSME) particularly in culinary production, handicrafts, and tahu-tempe manufacturing. The diversity of village residents' production encompasses tempeh, bean sprouts, and handicrafts such as souvenirs, making tahu-tempe producers' key economic contributors in the village. However, significant challenges persist, particularly in market access and the availability of raw materials. To support sustainable economic growth, the village government must reinforce marketing infrastructure, ensure reliable access to raw materials, and optimize the management of Village-Owned Enterprises to facilitate long-term business development. Ensuring reliable access to raw materials allows local businesses to source materials efficiently and sustainably. Access to local resources can minimize costs associated with transportation and improve supply chain robustness, which is essential for maintaining consistent production levels (Sreenu & Rao, 2022).

A pragmatic governance approach enables the Campurejo Village Government to effectively navigate technological and social transformations. In the realm of communication and public service delivery, WhatsApp is preferred over email for addressing community complaints due to its practicality and efficiency. While email serves a similar function, WhatsApp is considered more practical and ensures a quicker response. This is in line with the study from Hazdia et al. (2024) indicate that utilizing WhatsApp for public complaints simplifies the reporting process, thereby improving responsiveness and fostering community participation. Additionally, for more complex issues, face-to-face deliberations are prioritized to ensure thorough documentation and resolution without immediate legal escalation. Such interactions allow for the development of adapted solutions that address the underlying interests of all parties involved. This approach strikes a balance between leveraging technological efficiency and maintaining traditional community engagement practices, thereby fostering trust and inclusiveness in governance.

Community diversity in Campurejo presents both opportunities and challenges in maintaining social harmony. The village is home to various ethnic groups, including Javanese, Madurese, Chinese, Batak, and Bugis, alongside religious diversity, with Islam as the majority religion, coexisting with Christian, Hindu, Buddhist, and other faith communities. The daily languages spoken in the village are Javanese and Indonesian, reflecting the multicultural fabric of the community. While Islam is the dominant religion, other faiths also coexist, necessitating inclusive governance and equitable development initiatives. To ensure social cohesion, the village administration must actively engage all demographic groups in decision-making processes. Given the sensitivities associated with interethnic and interfaith relations, strengthening the values of gotong royong (cooperation), deliberation, and social solidarity is imperative for maintaining harmony and mitigating potential conflicts. This approach aligns with findings from various Indonesian communities where religious and cultural diversity is managed through principles of togetherness, mutual respect, and acceptance of differences (Daheri et al., 2023).

Strategic Recommendations for Improving Public Services in Campurejo

Strategic Recommendations for Improving Public Services in Campurejo This research offers strategic recommendations to improve e-government implementation in Campurejo,

focusing on organizational structure, human resource management, technology optimization, and cross-sector collaboration. The first recommendation is to establish a dedicated unit to manage information and communication technology in village governance. The study indicates that the village government needs a special unit that handles e-government-based administration, especially in the management and utilisation of information and communication technology, computer technology, and the internet. This unit will address technical challenges such as network connectivity and data integration, which have hindered e-government implementation in Campurejo. In this context, innovation becomes crucial to ensure that public services remain responsive, relevant, and valuable to the community despite constant changes and obstacles (Rais et al., 2024). This Special IT Unit will oversee e-government activities, ensure data integration, and handle technical issues such as network connectivity. The study found that village governments need a dedicated team to handle e-government-based administration, particularly in ICT management and utilisation.

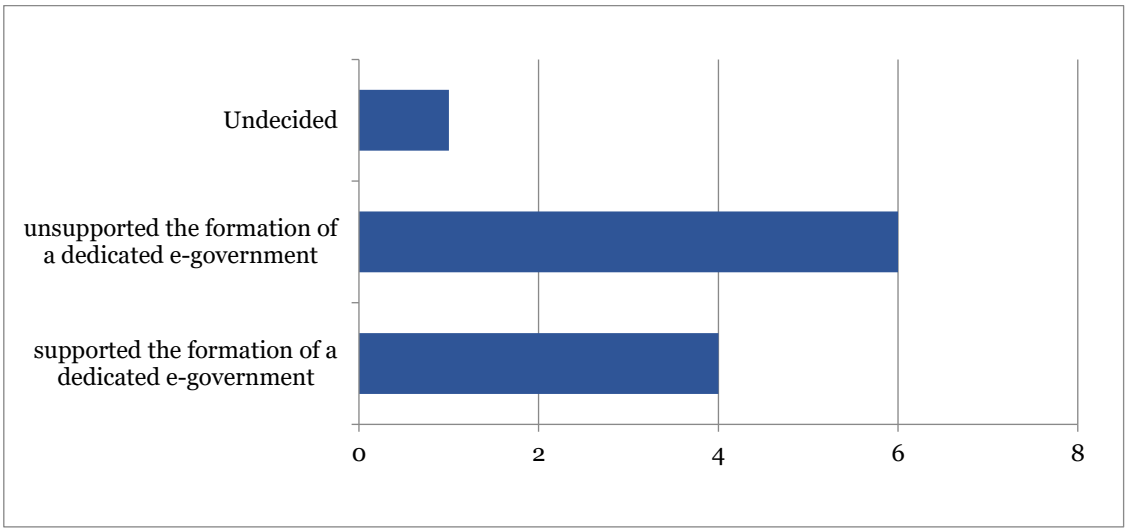

Figure 2. The poll results were processed to determine whether Campurejo needed a dedicated e-government sector.

A public opinion survey revealed mixed views on the establishment of an IT unit, highlighting the need for further research to evaluate its feasibility, effectiveness, and potential benefits to village governance. Based on opinions from 10 respondents, the poll results found that four respondents supported the formation of a dedicated e-government sector, while 6 opposed it, and 1 remained undecided. These findings suggest a division in perspectives regarding the necessity of such a unit, emphasizing the importance of further study to determine the best approach. Differences of opinion on this issue still exist for various reasons. Future research could explore the effectiveness, efficiency, and benefits beyond Campurejo Village for greater validity.

Another recommendation is the implementation of a working hours-credit system for village officials. In this system, village officials can provide services beyond established working hours to meet community demands. Flexible daily working hours offer a convenient arrangement for workers (Ikhsan & Supriyanto, 2022). This approach can help village officials balance work and personal life, improve efficiency, and reduce work pressure. Village governments can use this system to create flexible and productive workplaces without compromising service quality. Next, optimizing modern agriculture, livestock, and fisheries technology is crucial for Campurejo. With 68 hectares of farmland producing 8 tonnes per hectare, limited equipment such as tractors hinders productivity. The research suggests

collaboration with institutions to acquire equipment through purchase, rental, or grants, thereby increasing efficiency and product value.

Collaboration with academics is essential for data-driven village policies. According to Fanani and Ibrahim in Prasetyo et al. (2021), collaborative governance can be used to encourage village independence. The study found that the involvement of academics in village forums is still not optimal, even though they have theoretical and analytical skills that can help map out problems and solutions. Village governments should involve academics in deliberations on MSME development, human resource management, and information technology utilisation to create more effective and evidence-based policies. Additionally, research by Hindratma et al. (2024) underscores the effectiveness of collaboration between village governments and stakeholders in optimizing village development through the village development planning conference. Their findings indicate that such collaborative planning enhances public trust in the government and fosters innovation in village development. Therefore, village governments should proactively institutionalize collaboration with academia to foster sustainable and evidence-based development policies.

Conclusion

This study demonstrates that implementing e-government in Campurejo Village has directly contributed to improved public service efficiency, transparency, and governance adaptability, as evidenced by its high Independent Village Index score of 0.956. By adopting digital governance, the village has streamlined administrative processes, minimized bureaucratic delays, and enhanced citizen engagement. However, challenges such as limited digital infrastructure, low IT proficiency among village officials (with only 44% demonstrating competence), and restricted public access to data continue to hinder complete transparency and inclusive participation. Applying the Dynamic Governance framework, this study highlights the need for strategic adaptability through proactive planning, continuous policy evaluation, and multi-stakeholder collaboration to overcome these limitations. Future research should focus on developing scalable e-government models tailored to rural contexts, emphasizing digital inclusion, capacity building, and inter-sectoral partnerships to ensure long-term sustainability and replicability. Such efforts will reinforce Campurejo's status as an Independent Village and offer a viable roadmap for other rural areas aiming to implement effective and inclusive digital governance.

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