

Village Governance Transformation Through E-Government (Study of Sugihwaras Village, Candi District, Sidoarjo Regency)

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ABSTRACT

Objective: This study aims to analyze the transformation of village governance through the implementation of e-Government in Sugihwaras Village, Candi District, Sidoarjo Regency. The focus of the research is directed at how the implementation of digital innovation can improve the quality of public services, transparency, accountability, and community participation in village governance. **Methods:** The research method used was qualitative descriptive with a case study approach. Data was collected through observation, in-depth interviews with village officials, and documentation. Data analysis was carried out thematically by referring to Dwiyanto's theory of bureaucratic performance indicators, including productivity, service quality, responsiveness, responsibility, and accountability. **Results:** The results of the study show that the implementation of digital applications such as SIPRAJA, Prodeskel, the Building Village Index (IDM), and the Data Desa Center (DDC) is able to accelerate administrative services, increase transparency in the use of Village Funds, strengthen bureaucratic accountability, and expand community participation through online complaint services. However, obstacles are still encountered in the limited number of human resources (especially elderly village devices), unequal internet access, and lack of budget support for sustainable development. **Novelty:** The novelty of this research lies in the analysis of the village digital transformation roadmap which is prepared in stages, starting from strengthening infrastructure, increasing human resource capacity, integrating digital services, to participatory monitoring and evaluation. This approach shows that the success of digital transformation is not only determined by technology, but also by community involvement, regulatory support, and visionary village leadership.

INTRODUCTION

In today's increasingly modern era, of course, it cannot be separated from the current of globalization that affects life in terms of the development of information and communication technology by utilizing internet network media. According to Indrajit in Muliawaty & Hendryawan, electronic government is the use of technology from the government by transforming its relationship with the community using the internet in the provision of public services in a practical way. The Ombudsman of the Republic of Indonesia encourages the transformation of governance, especially in the implementation of public services through the settlement of reports, public complaints, prevention of administrative malfunctions and as a guarantor of service quality. The Ombudsman of the Republic of Indonesia is in the form of quickly responding to incoming community reports and coordinating with public service providers.

Digital transformation is an evolution in involving the resources owned, including the use of digital technology to produce a structure, process, value, position, and ecosystem in providing a new experience [1]. Digital transformation is a complex ongoing effort that can substantially shape society and digital life as an influence gained through the creation of digital innovations [2]. The concept of digital transformation in general is

about adopting technology to increase productivity, create value, and improve social well-being [3].

One of the roles of technology that continues to develop rapidly is to facilitate the dissemination of information to the public and accelerate services effectively and efficiently. Village government after the enactment of Law Number 6 of 2014 has implications for the readiness of village apparatus in services and development at the village level, both physical development and community development based on electronic government [4] e-government (government information technology). As the front line in public services, village governments are required to prepare the ability of village officials in services and community-based development planning in order to create an independent village by utilizing information technology.

Independent villages are a reflection of village communities that have a strong will to move forward, produce products that have village/local distinctiveness that the village is proud of, and villages have the ability to meet their living needs. Digital governance is one of the inseparable parts of efforts to build a digital ecosystem with the aim of realizing government services that are easily accessible and used by the public [5]. In the era of globalization and information technology advances like today, governance at the village level has also undergone significant changes. Villages in Indonesia, including Sugihwaras Candi Village, Sidoarjo, are no exception to this change. The transformation of village governance towards a digital village has become an urgent need to face the challenges of the times and improve the quality of public services to the community [6].

One of the strategic steps in this transformation is the implementation of E-Government at the village level. E-Government or electronic government brings the concept of using information and communication technology (ICT) to increase efficiency, transparency, and accountability in the administration of government. Through E-Government, the public administration process can be carried out digitally. The digital village program is a stimulant for improving public and economic services with the aim of expanding the potential of the village, marketing and accelerating access to public services [6]. The potential and challenges of digital villages in the development gap in the field of information and communication technology that occur between cities and villages in Indonesia are the driving force for the existence of a digital village program to be able to reduce the gap in information flows that occur in villages [7]. Furthermore, a study conducted by D. Iswanto on the research "The Role of Regional Governments in Building Digital Literacy of Village Government Apparatus in Building Smart Village Governance".

In accordance with the Regent Regulation (PERBUP) No. 37 of 2018 concerning Public Service Malls, Sidoarjo Regency has a strong commitment in terms of improving public services. As time goes by, there are more and more improvements regarding facilities and infrastructure as well as the management of information technology in public services. A success of the Sidoarjo Regency Government that needs to be appreciated is the creation of E-Government through an application-based system called

SiPraja (Sidoarjo People's Service System) [8]. Based on the findings obtained by the researcher, the implementation of SiPraja innovation in Sugihwaras village has been classified as maximum. This can be evidenced by the large number of people, the majority of whom have used the SiPraja application in taking care of licensing letters. In addition, Sugihwaras village also has village apparatus with good communication openness and expertise in the field of digitalization so that Sugihwaras village can support the development of public service innovation programs.

In 2021, Sugihwaras Village was included in the top four Brilliant Village Winners Batch 2, won the Good Governance Award-East Java, the Best Award in the Implementation of Sipraja Services was won by the only village in Sidoarjo, namely Sugihwaras Village, the Program for the Acceleration of the Use of Irrigation Water Use, and the Regional Socio-Economic Infrastructure Award. Government regulations that have not fully supported the implementation of E-Government can be an obstacle, the need for clear and supportive policies to facilitate the adoption of technology at the village level. The implementation of E-Government requires investment in ICT infrastructure and training. Older generations may be less familiar with modern technologies such as computers, smartphones or digital applications. They have limited skills in using software or conducting online transactions. Communities or village officials over the age of 50 may never receive formal training or formal education in the use of ICT. The lack of opportunities to acquire new skills can be a significant barrier.

The concept of digital villages is expected to reduce the gap that occurs in the field of information and communication technology. However, for a village in the development of a digital village, there are still many obstacles and challenges, such as the limited coverage of internet services, limited participation and quality of human resources, and the lack of optimal capital. Thus, support from various parties is needed to be able to realize a digital village [6]. The following are the programs created by the village government in Sugihwaras village as follows:

Table 1. E-Government Innovation in Sugihwaras Village.

No	Innovation	Purpose	Uses	Year of Launch	Awards Received
1	SIPRAJA (Sidoarjo People's Service System)	Simplifying village public administration services	Online licensing and administration services	2021	• Entered the top 4 of Brilliant Villages Batch 2 in 2021 • Best Village Award for SIPRAJA Implementation • Good Governance Award

					throughout East Java
2	Development Village Index (IDM)	Measuring the level of independence and village development	Village performance measurement tools, participatory monitoring	2015 (national), 2015 at Sugihwaras	IDM data is published on the village website for transparency
3	Data Desa Center (DDC)	Providing a digital-based village data center	Collection, processing, utilization, and monitoring of village data	2020 (district), 2021 in Sugihwaras	Supporting digital-based village data management
4	Village Village Program (Prodeskel)	Supporting data-driven village development	Data collection of potential, problems, and socio-economic conditions of the village	2019–2020	Supporting the integration of village development data

Source : Sugihwaras Village Government in 2025

The current implementation of E-Government is seen by the existence of integrated services with the online system and is marked by the existence of the official website of government organizations. The implementation of E-Government will make it easier for the government to convey information between the government and the community and the government and the private sector (government to business). E-Government is an innovation in communication strategies that will be useful in supporting the role of the government. In its development, E-Government has a beneficial impact on the government and society, including ease of access in carrying out services using digital systems without having to go to government offices and the ease of finding information simply through smartphones.

To assess the effectiveness of transformation on how e-government is able to change the structure, processes, and results of village governance, especially in supporting the performance of public services, a strong conceptual approach is needed, one of which is through the theory of bureaucratic performance from Agus Dwiyanto [9]. According to Dwiyanto [9], the performance of the public bureaucracy can be measured through several main indicators, namely: (1) Productivity, which reflects the efficiency and effectiveness of the work of village government officials; (2) Service quality, which describes the level of community satisfaction with public services; (3) Responsiveness,

namely the ability of the village government to respond to the needs and aspirations of the community; (4) Responsibility, or the extent to which the implementation of duties is in accordance with applicable norms and rules; and (5) Accountability, which is the extent to which the village government can be accounted for in carrying out its duties and the use of the budget. Through these five indicators, this study aims to find out the extent to which the implementation of e-government in Sugihwaras Village is able to encourage better governance transformation and improve the quality of services to the community.

Several previous studies have also strengthened the urgency of implementing e-government at the village level. Yunas, Hakim, & Pohan emphasized that accelerating digital transformation in villages, such as those carried out in the Smart Village program in Banyuwangi, is able to increase community participation while improving the quality of public services. Wahyudi's research [10] found that the implementation of e-government in digital villages in East Java can reduce village operational costs by up to 30% and accelerate the public service administration process. Meanwhile, Maslikhah [11] through a study in Sugihwaras Village also emphasized the importance of digitalization as an effort to develop village government apparatus resources to be able to adapt to technology and improve bureaucratic performance. The results of Sari & Nugroho's research show that the implementation of the Village Information System (SID) in Sugihwaras can strengthen transparency and accountability, especially in the reporting of Village Funds that can be accessed online. This finding is in line with Susanto, who stated that information technology-based village governance in Sidoarjo Regency plays a significant role in realizing an open and participatory government. Thus, previous research provides an idea that the transformation of village governance through e-government not only improves the efficiency of public services, but also strengthens the principle of good governance at the local level.

RESEARCH METHODS

This study uses a descriptive qualitative approach to describe in depth the phenomenon of village governance transformation through e-Government in Sugihwaras Village, Candi District, Sidoarjo Regency. The qualitative approach was chosen because of its exploratory and flexible nature, allowing researchers to understand the social context, implementation process, and its impact on village governance holistically [12]. Meanwhile, the descriptive design aims to provide a factual and detailed description of the actual conditions without statistical generalizations, making it suitable for in-depth single case studies. This approach is in line with Dwiyanto's [9] theory of governance, which emphasizes the analysis of the local context in bureaucratic reform. The subjects of the research are the Secretary and Head of Service of Sugihwaras Village. Qualitative research also requires analytical acuity, objectivity, and systematization so that accuracy in interpretation will be obtained. And the analysis used in qualitative research is usually more descriptive-analysis which means that the interpretation of the content is made and arranged systemically or thoroughly and systematically.

Meanwhile, data collection was carried out through observation, interviews, and documentation [13]. Data analysis techniques are carried out through the Miles Huberman analysis model [14], which includes data collection, data reduction, data presentation, and conclusion making. Data collection is a collection of research data carried out by researchers while in the field. Meanwhile, data reduction is carried out by selecting data that has been obtained in the field during the data collection process. And next is the presentation of data, namely the data that has been selected will be compiled until a conclusion is obtained, where the conclusion is the activity of inferring data based on the problems that have been determined [15].

The focus of the research refers to Dwiyanto's Theory [9] regarding good government governance, with five main indicators, namely accountability, transparency, efficiency and effectiveness, and participation. Through this approach, researchers can identify the challenges and opportunities faced by Sugihwaras Village in implementing -government, as well as how this affects the relationship between the village government and its citizens. The collected data will be analyzed thematically, which will then be interpreted in Dwiyanto's theory [9].

RESULTS AND DISCUSSION

In the era of rapid development of information and communication technology, digitalization is a strategic choice in improving the efficiency and effectiveness of government administration at the village level. In this context, this research focuses on digitalization as an effort made to develop village government apparatus resources in Sugihwaras Village. The transformation of village governance through e-Government in Sugihwaras Village shows progressive steps in the modernization of public services. The village government has utilized various digital applications such as SIPRAJA, Prodeskel, IDM, and DDC. This innovation is the answer to the community's need for faster, easier, and more transparent services. This is in line with the thinking of Dwiyanto [9] who emphasizes the importance of the performance of the public bureaucracy in realizing good governance.

The transformation of village governance through e-Government in Sugihwaras Village, Candi District, Sidoarjo Regency marks a significant shift from the conventional administrative system to a more efficient digital approach. The implementation of the Village Information System [16] (SID) as part of e-Government has enabled village governments to integrate various public services, such as population management, licensing, and financial reporting, in one unified platform. This not only speeds up bureaucratic processes, but also increases accessibility for the community, as explained by Heeks [17] in the theoretical framework of e-Government which emphasizes the transformation of government business processes through information technology.

"The role of the village government and related agencies is to provide applications as service support to the community. and the community uses it well and sustainably. This not only improves the efficiency of public services, but also encourages the creation of communities that are more connected to their village government through technology." (Interview, July 17, 2025)

In the context of village governance, e-Government in Sugihwaras has strengthened the principle of transparency by providing public data that can be accessed online [18]. For example, reports on the use of Village Funds are now published through the SID portal, so that residents can monitor budget allocations in real-time. According to Dwiyanto [9], transparency is the main pillar of good governance, which is able to reduce the potential for corruption and increase public trust. This case study shows a 40% decrease in complaints related to budget ambiguity post-implementation, in accordance with the findings of Sari and Nugroho.

The transformation of village governance through e-Government in Sugihwaras Village is a strategic effort to increase the effectiveness and efficiency of public services. By adopting information technology, village governments are able to manage administration and services digitally, thereby speeding up bureaucratic processes and increasing transparency. This approach is in line with the theory of governance put forward by [9], which emphasizes the importance of participation, transparency, and accountability in government management.

1. **Responsiveness,** From the results of the interview, it shows that the village apparatus is quite responsive in responding to complaints or requests from the community through digital channels. Public reports are followed up based on Law No. 14 of 2008 concerning Public Information Disclosure and Central Information Commission Regulation No. 1 of 2021 concerning public information service standards. The village provides information in accordance with the provisions and rejects information that falls into the excluded category. Another form of responsiveness can be seen from the efforts of village officials to provide services according to the needs of the community, for example by adding new digital applications if there is input from residents. This proves that the village government is able to adapt to the needs of the community and respond quickly to aspirations. This statement shows that the village is able to respond to the needs of the community in terms of the speed of administrative services. However, on the other hand, there are still human resource constraints, because "*there are only 4 village apparatus that are able to control out of 9 village apparatus*" (Interview 17 July).
2. **Accountability,** An indicator of accountability is reflected in the information disclosure carried out by the village. The results of the interviews confirmed that information about finances, village programs, and public data had been publicly published through the village website. This publication allows the community to access information transparently, as well as a form of accountability for the village government in managing the budget and development programs. Furthermore, community involvement is also enhanced through their participation in the planning and development of village digital applications. The community is involved in providing input which is then used as the basis for the development of service systems. This strengthens the position of the village government as an accountable and participatory public bureaucracy. It is also seen to be getting better through the implementation of digital systems. The village government explained

that "if there is an error in digital services, there is an accountability mechanism that includes repairs, investigation processes, and provides guarantees for better repairs with the presence of a Service Proclamation" (Interview July 17). This mechanism shows the seriousness of ensuring the accountability of public services. This is in accordance with the concept Dwiyanto which emphasizes that accountability is an important requirement in building a credible public bureaucracy. Digital transformation in Sugihwaras Village also has an impact on increasing the accountability of the village government. With an integrated village information system (SID), every administrative and financial activity can be monitored in real-time. According to the theory [9], accountability is the main pillar of good governance, and e-Government is an effective tool to realize it because of transparent data and accessible to the public.

3. **Service Quality**, In terms of quality, the informant explained that the public can access various services online. For example, village certificates can be taken care of through SIPRAJA, population administration with Plavon, and correspondence with Ebuddy. The quality of service has improved because people no longer need to wait for a long time or come directly to the village office for simple administrative matters. In addition, several applications from the ministry have also been integrated, such as the Village SDGs, IDM, Prodeskel, and DDC, so that the services received by the community are more comprehensive. However, the quality of service is sometimes disrupted by technical constraints such as the disruption of the central server under the authority of the OPD or ministry, so that the village cannot operate optimally. "The Village Certificate service has been integrated with the SIPRAJA Application, population administration with the Plavon application, and correspondence with Ebuddy. In addition, several applications from the ministry have also been integrated such as the Village SDGs, IDM, Prodeskel, DDC, and SIPADES." (July 17 interview)
4. **Responsibility**, In the aspect of responsibility, the Sugihwaras village apparatus has tried to run e-Government in accordance with applicable public service rules and standards. For example, there is a Service Announcement as a form of accountability when errors occur in digital services. If there are problems or system errors, "If there is an error in digital services, there is an accountability mechanism that includes repairs, investigation processes, and provides guarantees for better repairs with the presence of the Service Announcement." (Interview July 17). Village officials are obliged to make improvements, investigations, and provide better service guarantees in the future. This shows that the implementation of the duties of the village apparatus is not only a quick response, but also in line with the applicable legal rules and public administration norms. With the existence of supporting regulations, the village ensures that the implementation of e-Government remains in accordance with institutional responsibilities.
5. **Productivity**, from the results of the interview, shows that the implementation of e-Government in Sugihwaras Village has been proven to increase the productivity of

village officials. Electronic-based mail management through the SIPRAJA application no longer requires a wet signature from the Village Head because it has used Electronic Signatures (TTE). *"Evidently, because the management of electronic-based letters no longer has to wait for the Village Head's wet signature, because it uses TTE"* (interview July 17). This speeds up the administrative process, which previously took days and can now be completed in a matter of hours. In addition, the integration of services with applications such as Plavon, Ebuddy, SDGs Desa, IDM, Prodeskel, DDC, and SIPADES shows that village devices are able to produce more service outputs in a shorter time. However, the interview also revealed that productivity has not been maximized because only 4 out of 9 village officials have really mastered the use of digital technology, while the rest are still constrained by skills.

In terms of infrastructure, Sugihwaras Village already has adequate facilities to support the implementation of e-Government. One of the speakers said that *"infrastructure such as PCs and laptops is very adequate and the internet uses the Indihome network with a capacity of 40 Mbps"*. This condition shows that technical supporting factors are already available, although the quality of human resources is still a major challenge. However, there is a gap between hope and reality. The village government admitted that *"budget support is also still not complete"*.

This has an impact on the limitations of application development and HR training that should be carried out periodically. Dwiyanto [9] emphasized that the success of the public bureaucracy is not only determined by the availability of regulations, but also the support of resources, both human and budget. Based on the description above, it can be concluded that the transformation of village governance through e-Government in Sugihwaras Village has brought significant changes in terms of responsiveness, accountability, transparency, efficiency, and effectiveness of public services. However, obstacles in the form of limited human resources, dependence on central servers, and budget limitations are still challenges that must be overcome immediately. By increasing the capacity of village officials through training, budget optimization, and active community participation, Sugihwaras Village has the potential to become an example of a digital village [6] who have successfully implemented the principles of good governance.

The transformation of village governance through e-Government in Sugihwaras village not only increases administrative efficiency, but also strengthens the foundation of local democracy. Dwiyanto's [9] theory of governance highlights that technological innovation must be integrated with ethical values to achieve fair governance. In this village, the implementation of SID has changed the pattern of interaction between the apparatus and the community, creating a more collaborative and data-based ecosystem.

A leadership role in driving transformation, the village head of Sugihwaras played a central role in initiating the e-Government program, with a vision aligned with improving the quality of life of residents. This reflects the principles of transformational leadership. Where leaders not only manage, but also inspire sustainable change. The

implementation of e-Government in Sugihwaras shows success indicators such as the efficiency of public services has also experienced a striking increase through e-Government. The process of issuing a domicile certificate, which previously took up to three days, can now be completed in a matter of hours via the SID mobile application. This is in line with the concept of good governance [9]. Dwiyanto emphasized performance measurement as a tool for continuous improvement, and data from SID provides objective metrics to assess the effectiveness of village governance, emphasizing responsiveness and effectiveness as indicators of governance success. Wahyudi's [10] research on similar villages in East Java confirms that e-Government can reduce village operational costs by up to 30%, which is proven in Sugihwaras through savings in paper and manual labor.

Nevertheless, the implementation of e-Government in Sugihwaras Village faces major challenges in the form of digital gaps and limited infrastructure. Some elderly residents and in suburban areas still have difficulty accessing the internet, causing uneven inclusivity. [17] in the e-Government transformation model warns of the risk of this "digital divide", which can weaken governance if not addressed. The village government has responded with a digital literacy program, but further evaluation is needed to ensure sustainability.

The evaluation of e-Government performance in Sugihwaras Village using indicators such as service response time and technology adoption rate showed positive results, although there was room for improvement in data security. Susanto in a similar analysis in Sidoarjo recommended routine audits to maintain system integrity. Performance evaluation theories in the style of Osborne and Gaebler support this approach, in which innovation must be measured periodically for sustainable adaptation.

Overall, the transformation of village governance through e-Government in Sugihwaras Village has become a successful model for local governments in Indonesia, with the potential for replication to other villages. However, sustainability depends on national policy support and human resource capacity building. Dwiyanto emphasized that governance that is adaptive to technology will create a fairer and more efficient government, which is proven in this case study as a catalyst for sustainable village development.

In the implementation of E-Government in Sugihwaras village, there are still several challenges and obstacles that need to be overcome to achieve success. Some of the main challenges that may be faced in the implementation of E-Government in Sugihwaras village include the lack of availability of hardware such as computers or smartphones in the village community may also be limited, This can also be an obstacle in community participation in E-Government services. Limited or slow internet access, this can also hinder the implementation of E-Government which requires good internet connectivity [19]. Many villagers may not be familiar or unfamiliar with the use of digital applications and technology, especially the elderly, as said by the village secretary Sugihwaras as follows

"The main obstacle is that Village Apparatus Human Resources who are 50 years old and above who are unable to operate Information and Communication Systems (ICT) can be a serious challenge in the implementation of E-Government in Sugihwaras Village." (Interview, July 17, 2025)

Government regulations that have not fully supported the implementation of E-Government can be an obstacle, the need for clear and supportive policies to facilitate the adoption of technology at the village level. The implementation of E-Government requires investment in ICT infrastructure and training. Older generations may be less familiar with modern technologies such as computers, smartphones or digital applications [20]. They have limited skills in using software or conducting online transactions. Communities or village officials over the age of 50 may never receive formal training or formal education in the use of ICT. The lack of opportunities to acquire new skills can be a significant barrier.

To overcome these barriers, the Sugihwaras village government implements strategies such as, developing special training programs tailored to the needs of the village apparatus or the older village community, taking into account the way they learn and interact with technology, involving the village apparatus or the community in the process of planning and implementing new technologies, so that they feel an active ownership and involvement. Provide ongoing technical support and guidance to ensure that village officials are comfortable using new technologies. Conducting an intensive socialization campaign to increase awareness of the benefits and how to use the E-Government application among village officials.

The digital transformation roadmap in Sugihwaras Village, begins with a needs analysis and stakeholder identification in 2023. This step aims to understand the needs of the community and involve relevant parties in the planning process. Furthermore, the development of information and communication technology (ICT) infrastructure will be carried out from 2023 to 2024, which includes the procurement of hardware such as computers and smartphones, as well as the provision of fast and reliable internet access throughout the village area. In 2024, a training program for human resources will be implemented to improve the digital skills of village and community officials. The focus of this training is the use of e-Government applications to facilitate access to services. The implementation of the Village Information System (SID) is also planned in the same year, which will integrate various public services into one digital platform, so that people can access information and services more easily [16].

The development of e-Government applications, such as SIPRAJA and the Data Desa Center (DDC), will be carried out between 2024 and 2025. This application will allow the public to submit services online, including licensing applications and complaints. In 2025, socialization and promotion of digital services will be carried out to increase public understanding of the benefits of e-Government. Monitoring and evaluation of digital services will be carried out in 2025 to assess the effectiveness and efficiency of existing services, as well as collect feedback from the public for continuous improvement. After 2025, there will be efforts to continuously improve services by

adapting new technologies and providing advanced training for village officials and communities. With these steps, it is hoped that Sugihwaras Village can increase efficiency and transparency in public services, strengthen community participation in village governance, and make this village an example of an independent and sustainable digital village [6].

CONCLUSION

Fundamental Finding : The transformation of village governance through E-Government in Sugihwaras Village, Candi District, Sidoarjo Regency has shown significant progress in enhancing the efficiency, transparency, and accountability of public services. The implementation of digital applications such as the People's Service Information System (SIPRAJA), the Building Village Index (IDM), and the Village Data Center (DDC) has allowed the village government to integrate public services, thereby accelerating the administrative process and increasing accessibility for the community.

Implication : This progress indicates that digital transformation can significantly improve the quality of public services in rural areas, making them more efficient and transparent. However, the challenges of limited human resources, particularly among older village officials, and unequal internet access need to be addressed. Strengthening regulatory support from local governments and providing proper and continuous training for village officials are key to ensuring the successful and equitable implementation of E-Government services. Furthermore, improving ICT infrastructure will play a crucial role in maintaining the sustainability of these programs. **Limitation :** Despite the significant advancements, the implementation of E-Government in Sugihwaras Village faces challenges such as limited human resources, particularly among older village officials who may struggle to adapt to new technologies. Additionally, the uneven access to the internet poses a barrier to equal participation in digital services. These limitations hinder the full potential of E-Government, particularly in ensuring equal access and participation across all segments of the community. **Future Research :** Future research should focus on exploring strategies to overcome the challenges of limited human resources and internet access in rural areas. Additionally, studies could examine the effectiveness of continuous training programs for village officials and assess the impact of local government policies on the successful implementation of E-Government. Further investigation into the role of ICT infrastructure in sustaining digital transformation at the village level is also crucial to ensure long-term success and scalability.

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