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E-Government Analysis in Enhancing Public Service Effectiveness in Dongko Village, Trenggalek Regency

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Abstract

This article aims to analyze the implementation of e-government in enhancing the effectiveness of public services in Dongko Village, Trenggalek Regency. The problem centers on whether the use of a village website as a form of e-government can improve public service delivery in a rural setting. To address this issue, the theoretical framework of e-government development stages proposed by Layne and Lee (2001) comprising web presence, interaction, transaction, and transformation is employed alongside the success element model by Maulani (2020). Data were collected through qualitative observation of the village website and relevant documentation. The study concludes that the implementation of e-government through the Dongko village website (https://dongko-dongko.trenggalekkab.go.id/), operational since February 2017, has positively contributed to improving public service effectiveness. The website provides features including village profiles, legal documents, budgeting information, and a self-service portal accessible via National Identification Number (NIK). Despite geographic challenges affecting network connectivity in this highland village, the e-government initiative represents a meaningful step toward digital public service transformation in rural Indonesia.
Keywords: E-Government; village website; public service; effectiveness; digital governance

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INTRODUCTION

Public service has become an essential need for society in the social life of modern states. The provision of public services involves two key actors: the state as the service provider, and individual citizens as the recipients. Public service therefore reflects the relationship between a state and its citizens, and growing public demand has compelled governments to reform service delivery by improving quality, efficiency, and inclusiveness without discrimination (Heeks & Bailur, 2007). In this context, the adoption of Information and Communication Technology (ICT) in governance has emerged as one of the most significant tools for public sector reform.

Electronic Government commonly known as e-government represents a new mechanism of interaction between government and citizens, as well as other stakeholders, through the use of digital technology with the aim of improving service quality (West, 2004). E-government enables governments to deliver services more efficiently, effectively, and interactively, while also strengthening transparency and accountability toward the public (Moon, 2002). The adoption of e-government has expanded globally, and Indonesia is no exception. Presidential Instruction No. 3 of 2003 on the National Policy and Strategy for E-Government Development, together with Law No. 14 of 2008 on Public Information Openness, laid the foundation for e-government implementation across all levels of Indonesian government.

Despite progress at the national and city levels, e-government implementation in rural village settings remains underexplored. Studies such as Joshi and Islam (2018) highlight that developing countries face unique challenges in achieving sustainable e-government, including limited infrastructure, budget constraints, and low digital literacy. In Indonesia specifically, Sabani (2020) found that transparency and trust are key factors influencing e-government adoption among citizens. Meanwhile, Roziqin et al. (2022) noted that e-government research in Indonesia has grown significantly but remains concentrated in urban and district-level studies, leaving a knowledge gap regarding village-level digital governance.

One village that has proactively developed an e-government system is Dongko Village, Trenggalek Regency, East Java. The Dongko Village Government launched its official Village Information System (SID) website with the domain https://dongko-dongko.trenggalekkab.go.id/ on February 1, 2017, making it one of the early adopters of digital public service delivery at the village level in East Java. The website contains village profiles, legal documents, budget (APBDes) information, public service guides, and a self-service portal. Based on this context, this article aims to analyze the effectiveness of e-government implementation through the Dongko village website using the four-stage e-government development model (Layne & Lee, 2001), and to identify the achievements and limitations of the current digital service delivery system.

Literature Review

E-Government And The Transformation Of Public Services

E-government is an important instrument in the transformation of government governance through the use of information and communication technology to improve the effectiveness, efficiency, transparency, accountability, and accessibility of public services. Heeks and Bailur (2007) explain that the study of e-government relates not only to the use of technology, but also to institutional change, administrative processes, government–community relations, and organizational capacity in managing digital transformation. In the context of public services, e-government enables the government to provide information and services more quickly, accessibly, and responsively.

The development of e-government in Indonesia shows that digital transformation is no longer limited to central and regional governments, but has begun to develop at the village government level. Roziqin et al. (2022), through a bibliometric study, show that research on e-government in Indonesia has developed significantly, although studies remain heavily concentrated at the city and district government levels. This condition indicates a need to expand e-government research to the village level, especially because villages are the government unit that deals directly with the community in providing various basic services.

At the village level, e-government implementation has different characteristics and challenges compared to urban government. Ummah, Maryam, and Wahidin (2022) show that the application of e-government can serve as a supporting instrument for the development of digital villages, particularly in improving service quality and modernizing village government administration. However, the success of village government digitalization is strongly influenced by the readiness of human resources, technological infrastructure, institutional support, and the community's ability to use digital technology.

Digitalitazion Of Village Government And Public Services

The digitalization of village government is a process of transforming government governance from conventional administrative mechanisms toward the use of digital technology in managing information, administration, communication, and services to the community. Research by Adnan et al. (2024) on the implementation of the Village Information System in Talaga Jaya Village shows that digital technology can be used to support community services while increasing transparency and community participation. However, limited technological infrastructure, low community digital literacy, and human resource capacity are inhibiting factors in optimizing the digital system.

These findings are reinforced by Faozanudin, Rosyadi, and Sulistiani (2023), who show that village governments' readiness to carry out digital transformation is strongly influenced by the capacity of regional and village governments, support for information technology development, and improvements in the digital competence of officials. Thus, the digitalization of public services cannot be understood merely as the provision of technological devices, but as an organizational change process that requires institutional readiness and human resources.

Kusumawati (2024) expands this perspective through the concept of the digital village. The digital village concept is directed not only at the digitalization of public services, but also at improving digital literacy, community empowerment, developing local economic potential, and increasing community independence. This perspective shows that the success of digital transformation in villages needs to be viewed in terms of the benefits generated for the community, not merely the existence of village government applications or websites.

E-Government Development Stage Models

Layne and Lee (2001) developed a four-stage e-government development model consisting of catalogue, transaction, vertical integration, and horizontal integration. This model explains that e-government development occurs gradually, starting from the provision of basic information through to the integration of services and government systems more comprehensively. In research on Dongko Village, this approach was used to examine e-government development based on aspects of web presence, interaction, transaction, and transformation.

The staged approach to e-government is relevant for analyzing the maturity level of public service digitalization at the village level. A village website that only provides a profile and basic information indicates a different level of digitalization than a system that already provides

two-way interaction, service transactions, data integration, and fully digitalized services. Therefore, the use of stage models allows research not only to identify the existence of technology, but also to assess the level of development of its utilization in public services.

Research on website-based e-government implementation in Tondowolio Village shows strong relevance to this approach. The study used the indicators of support, capacity, and value to analyze e-government implementation in village public services. The results show that the success of digital technology implementation is related to government support, resource capacity, and the value or benefits generated for the community.

Capacity, Insfrastructure, And Digital Literacy

One of the main issues in e-government implementation in rural areas is the digital divide. Faozanudin, Rosyadi, and Sulistiani (2023) found that village governments' readiness to carry out digital transformation is still influenced by limited technological infrastructure, the capacity of officials, digital literacy, and policy support. This condition shows that digital transformation requires a more comprehensive approach than merely providing technological systems.

Research by Andrian Putro and Besa (2025) on e-government-based administrative services in Campurejo Village also shows that digitalization can improve service efficiency, but still faces problems of limited internet infrastructure, low digital literacy, and limited competence among village officials. This finding shows that the effectiveness of e-government is highly dependent on the relationship between technology, organizational capacity, and human ability to operate and utilize that technology.

Capacity issues are also evident in recent research on the implementation of digital public services through cloud office systems in village governments in Banyuwangi. That study shows that digitalization can improve administrative efficiency, speed up service processes, improve document management, and enhance interorganizational coordination. However, limited digital competence among officials, technological infrastructure, and resistance to organizational change remain significant obstacles.

Effectiveness And Quality OF Difital Publik Services

The effectiveness of public services in the context of e-government can be seen from the government's ability to provide services that are easier, faster, more efficient, transparent, responsive, and suited to community needs. Thus, the success of digitalization is determined not only by whether a village has a website or application, but by the extent to which that technology genuinely produces change in the community's experience when obtaining services.

Research on the transformation of village public services in the digital era shows that limited human resources, low digital literacy among officials, and a lack of supporting infrastructure remain factors causing disparities in digital service quality between regions. Meanwhile, research on the quality of public services at the village level places administrative capacity, transparency, digitalization, and community participation as interrelated factors in determining service quality and the legitimacy of village government.

Reseacrh Gaps And Analytical Framework

Research by Ummah et al. (2022) shows that e-government implementation can support digital village development through the use of technology in government administration and community services. However, its implementation still faces problems such as limited infrastructure, community capacity to utilize technology, and digital access gaps. These findings show that the existence of a digital platform does not automatically guarantee the creation of

effective public services. The success of e-government is also determined by the ability of both government and community to optimize the technology available.

Furthermore, Faozanudin et al. (2023) show that village government readiness is an important factor in the process of digital transformation of public services. That research identified a number of issues, including limited information technology infrastructure, the capacity of officials, digital literacy, and innovative leadership. Thus, digital transformation at the village level is an organizational process that requires not only technology, but also institutional support and increased capacity among officials.

This perspective is reinforced by Sihotang et al. (2023), who show that the adoption of village information systems is influenced by technological, organizational, and environmental factors. Technological interoperability, the workload of village officials, community involvement, and the role of external parties are factors that influence the sustainability of village information systems. This finding shows that the success of village government digitalization is the result of interaction between technological readiness, organizational capacity, and the social environment of village government.

Meanwhile, research by Hajar and Arma (2024) shows a shift in attention from mere technology adoption toward the creation of public value. The use of digital technology in village public services can provide value to the community through increased transparency, ease of access, service efficiency, and public service innovation. This public value perspective is important because the success of e-government should not be measured solely by the existence of a website or application, but by the real benefits felt by the community.

Based on the previous research described above, there are three research gaps that form the basis of this study. First, a contextual gap, namely the still-limited empirical studies on e-government implementation at the village government level, particularly in villages with uneven geographic characteristics and digital infrastructure. Second, an analytical gap, namely that previous research tends to analyze technology adoption, organizational readiness, or service quality separately, so that not much research has integrated the stages of e-government development with the conditions supporting its implementation. Third, a results gap, namely that the existence of a village website or information system is often positioned as an indicator of digitalization, while the level of service development and the concrete benefits generated for the effectiveness of public services have not always been analyzed simultaneously.

This research seeks to fill these gaps by analyzing the implementation of e-government in Dongko Village, Trenggalek Regency, through the integration of Layne and Lee's (2001) fou stage e-government development model with the Support Capacity Value framework. The Layne and Lee model is used to identify the level of development of digital services, while the Support Capacity Value framework is used to analyze the supporting factors, capacity, and value generated from e-government implementation. This approach is suited to the empirical conditions of Dongko Village, which already has a web presence and digital interaction, has begun developing transaction services, but has not yet fully reached the transformation stage.

This research uses Layne and Lee's (2001) e-government development model to analyze the implementation of e-government in public services in Dongko Village, Trenggalek Regency. The analysis is conducted through four stages: web presence, interaction, transaction, and transformation. These four stages are used to examine the development of the use of Dongko Village's website, from the provision of information to the integration of digital services. In the Dongko Village case study, the development of e-government is then

linked to the effectiveness of public services as seen from aspects of accessibility, convenience, efficiency, and responsiveness of service. The analysis also takes into account supporting and inhibiting factors, particularly village government support, human resource capacity, and network infrastructure. With this framework, the research can explain the extent to which e-government development in Dongko Village contributes to improving the effectiveness of public services.

RESEARCH METHODS

Research Design

This study employs a descriptive qualitative research approach. Qualitative research is defined as a tradition in the social sciences that fundamentally relies on observation of humans, both in terms of scope and terminology (Creswell, 2014).

This method was selected because it is well-suited for exploring complex phenomena associated with e-government implementation in a rural setting, where quantitative measures alone cannot adequately capture the nuances of service effectiveness and digital transformation

Data Sources

The data sources in this study consisted of primary and secondary data. Primary data were obtained through direct observation of the Dongko Village official website and, where applicable, interviews with individuals who were directly involved in the management and utilization of village digital public services. The observation focused on the availability, accessibility, and functionality of digital service features, including village information, legal documents, budget information, public service guidance, and self-service facilities. Secondary data were obtained from relevant village government documents, regulations, administrative records, and other documents related to the implementation of e-government and village public services. The use of multiple data sources was intended to provide a contextual and comprehensive understanding of the implementation of digital public services and to reduce dependence on a single source of evidence.

Informant Selection

For the interview component, informants were selected purposively based on their knowledge, experience, and direct involvement in the implementation or utilization of e-government services in Dongko Village. Potential informants included village government officials responsible for information systems and public services, village officials involved in administrative service delivery, and community members who had experience accessing digital village services. The selection of informants was guided by the relevance and information richness of their experience rather than by a predetermined statistical sample size. In qualitative research, the adequacy of participants can be considered through the concept of information power, in which a more specific sample with relevant knowledge and a focused research objective may provide sufficient information with a relatively small number of participants (Malterud et al., 2016).

Data Collection

Data were collected through direct observation of the Dongko Village website (https://dongko-dongko.trenggalekkab.go.id/) and systematic analysis of documentation related to the village's digital services, infrastructure, and service delivery features. The theoretical framework applied in this study is the four-stage e-government development model proposed by Layne and Lee (2001), which comprises: (1) Web Presence — the establishment

of a government website on the internet; (2) Interaction — the provision of interactive features between citizens and government; (3) Transaction — the availability of online transactional services; and (4) Transformation — the integrated and fully digital improvement of government service delivery.

Additionally, Maulani's (2020) three-element success framework comprising Support, Capacity, and Value was used to evaluate the readiness and outcomes of the Dongko e-government initiative. The data collected were analyzed by comparing the observed features and functions of the village website against each stage and element of these frameworks, enabling a comprehensive evaluation of both the achievements and limitations of the current implementation.

Data Analysis

Data analysis was conducted through a systematic qualitative process involving data organization, coding, categorization, interpretation, and conclusion development. Observation notes, interview data where applicable, and documentary evidence were first organized according to the research objectives and analytical framework. The data were subsequently coded according to the four stages of e-government development proposed by Layne and Lee: web presence, interaction, transaction, and transformation. The data were also categorized according to the Support, Capacity, and Value dimensions used to examine the supporting conditions and outcomes of the e-government initiative.

The analysis then compared empirical findings across data sources to identify patterns, consistencies, differences, supporting factors, and implementation constraints. Relevant findings were grouped into broader themes concerning accessibility, convenience, efficiency, responsiveness, institutional support, human resource capacity, infrastructure, and public value. Thematic organization was used to facilitate systematic interpretation of qualitative evidence and to ensure that conclusions were grounded in the collected data (Nowell et al., 2017; Braun & Clarke, 2021).

Trustworthiness

The trustworthiness of the findings was ensured through credibility, transferability, dependability, and confirmability. Credibility was strengthened through triangulation of observation, interviews where applicable, and documentary evidence. Information obtained from different sources was compared to determine consistency between the actual website features, administrative documentation, and participants' accounts. Persistent observation of the village website and systematic documentation of the research process were also employed to strengthen the credibility of the findings.

Transferability was supported by providing a sufficiently detailed description of Dongko Village, its rural geographical context, the characteristics of its digital public services, and the technological and organizational conditions affecting implementation. Dependability was maintained through systematic documentation of data collection, coding, categorization, and analytical decisions. Confirmability was strengthened by ensuring that interpretations were derived from the available empirical evidence rather than from researcher assumptions. These procedures are consistent with established criteria for demonstrating rigor and trustworthiness in qualitative research (Nowell et al., 2017).

Ethical considerations were applied throughout the research process. Where interviews were conducted, participation was voluntary and informants were informed about the purpose of the study, the use of the information provided, and their right to decline participation or withdraw from the research. The identities of informants were protected through anonymization

where necessary, and information that could reveal personal identities or confidential administrative matters was not disclosed without appropriate permission. Research data were used solely for academic purposes and were stored and managed responsibly. These principles are important in qualitative research because interactions between researchers and participants may involve the disclosure of personal or professional information, requiring particular attention to informed consent, confidentiality, anonymity, and the protection of participants (Farrugia, 2019).

RESULTS AND DISCUSSION

Conceptual Framework of E-Government

E-government, short for Electronic Government, refers to a model of governance built on digital technology, in which administrative work, public service delivery, and resource management are integrated into a single electronic system (Heeks & Bailur, 2007). The concept spans a wide range of government-technology interactions. According to West (2004), e-government has the potential to transform public service delivery by improving democratic responsiveness and citizens' confidence in government. Layne and Lee (2001) further argue that e-government does not emerge fully formed but rather evolves through stages of increasing complexity and integration.

From a definitional standpoint, e-government encompasses the use of ICT to improve government organizational activities (Dwivedi et al., 2017), support and automate transactions between government and citizens (Moon, 2002), and enhance relationships across governmental and non-governmental entities. In essence, e-government transforms government into a more effective, efficient, productive, and responsive institution through information technology — connecting Government to Citizens (G2C), Government to Business (G2B), Government to Government (G2G), and Government to Employees (G2E).

E-Government Development Stages in Dongko Village

Applying the four-stage model of Layne and Lee (2001) as the analytical framework, the e-government implementation in Dongko Village can be evaluated as follows:

The first stage, Web Presence, requires the government to establish an official website where basic information is publicly accessible. Dongko Village has fully achieved this stage through the operation of its official website since February 2017. The website features a village profile, legal product documents, planning and budgeting information (APBDes), and a public service guide, fulfilling the foundational requirement of web-based information availability. This is consistent with Moon (2002), who identifies an accessible online presence as the essential first step in municipal e-government development.

The second stage, Interaction, refers to websites that provide two-way communication features between citizens and government. The Dongko Village website offers a self-service portal, accessible by entering a resident's National Identification Number (NIK) and personal PIN obtained from the village office, through which residents can access personal administrative information. The village also maintains an official Instagram account to complement the website as an additional interactive channel. However, the interaction capacity remains limited compared to more advanced e-government systems, as real-time online consultation and direct complaint submission mechanisms are not yet available.

The third stage, Transaction, requires the availability of online transactional services. The Dongko Village website includes features related to village business potentials and products, as well as information on Population and Civil Registration (Dukcapil) services. These

transactional elements provide residents with information relevant to local economic activities and administrative processes. Joshi and Islam (2018) emphasize that the transaction stage is particularly important in developing countries, where digital transactions can significantly reduce the time and cost of accessing government services.

The fourth stage, Transformation, refers to the full integration of government services into a digitally transformed system. While Dongko Village has not yet fully reached this stage, meaningful progress is observable: residents can now access village budget information (APBDes) from their smartphones at any time and from any location, and the digitalization of administrative records has begun to reduce dependence on in-person service delivery. This aligns with West (2004), who notes that even partial digital transformation can meaningfully improve citizens' perceptions of government effectiveness.

Success Elements of E-Government Implementation

Evaluating the Dongko e-government initiative using Maulani's (2020) three-element success framework reveals both strengths and areas for improvement. In terms of Support, the village government demonstrated political will by formally registering the website with the Trenggalek Regency Communication and Information Office and designating a dedicated management team. This top-down commitment is a critical factor identified by Dwivedi et al. (2017) as foundational to sustained e-government adoption.

In terms of Capacity, the government has invested in internet infrastructure, including expanded network connectivity. However, capacity gaps remain: Dongko Village's location in a highland area of Trenggalek results in uneven network coverage, hampering the reliability of website access for some residents. This challenge reflects findings from Joshi and Islam (2018), who observed that infrastructure limitations — particularly in rural and mountainous regions — are among the most persistent barriers to effective e-government in developing countries. Additionally, human resource capacity for website management and content updating has been inconsistent, resulting in outdated information on the site.

In terms of Value, the website has delivered tangible benefits to residents through improved access to administrative information, village economic data, and self-service features. The availability of the village website has also contributed to promoting local tourism potentials and village-owned enterprise (BUMDes) products to broader audiences, extending the value of the digital platform beyond administrative services. Sabani (2020) notes that perceived value and transparency are key drivers of e-government adoption among Indonesian citizens, suggesting that continued content enrichment and service expansion will be essential to sustaining and growing user engagement.

Challenges and Limitations

Evaluating the Dongko e-government initiative using Maulani's (2020) three-element success framework reveals both strengths and areas for improvement. In terms of Support, the village government demonstrated political will by formally registering the website with the Trenggalek Regency Communication and Information Office and designating a dedicated management team. This top-down commitment is a critical factor identified by Dwivedi et al. (2017) as foundational to sustained e-government adoption.

CONCLUSION

Based on the analysis of e-government implementation in Dongko Village using the four-stage development model of Layne and Lee (2001), it can be concluded that the Dongko Village website has successfully achieved the Web Presence and Interaction stages, made initial

progress in the Transaction stage, and demonstrated early signs of Transformation. The e-government initiative has contributed meaningfully to improving public service effectiveness by providing easier, faster, and more accessible information and administrative services to village residents. Nevertheless, significant limitations persist, including inconsistent content updates, restricted APBDes transparency, limited social media channels, and geographic network challenges. To realize the full potential of digital governance at the village level, the Dongko Village Government should prioritize strengthening content management systems, expanding two-way communication channels, improving network infrastructure, and building digital capacity among village staff. These efforts will be essential for advancing toward a fully transformative e-government system that meets the evolving service expectations of citizens in rural Indonesia.

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