

EFFECTIVENESS OF INFORMATION SYSTEM AND DOCUMENTATION MANAGEMENT BY IMBANAGARA VILLAGE, CIAMIS DISTRICT, CIAMIS REGENCY

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Abstract

This research is motivated by the lack of optimal effectiveness of the management of the Information and Documentation System (SID) in Imbanagara Village, Ciamis District, Ciamis Regency. The problems found include the limitation of human resources in the field of information technology, lack of data updates, and the lack of optimal socialization of the Millennial Village application to the community. This study aims to determine the effectiveness of the management of the Information and Documentation System by the Government of Imbanagara Village, Ciamis District, Ciamis Regency. The research method used is a descriptive method with a qualitative approach. Data were obtained through observation, interviews, documentation studies, and literature studies. The research informants consisted of 6 people consisting of the Village Head, Chairman of BPD, Head of Service, Website Admin, and 2 community representatives. Data analysis techniques include data reduction, data triangulation, and conclusion drawn. The results of the study show that the effectiveness of the management of the Information and Documentation System in Imbanagara Village has not been optimal. Although various information service media, SOPs, and special operators are available, the use of services by the public is still low. The obstacles faced include limited infrastructure, quality of internet networks, low digital literacy of the community, and budget limitations. Efforts made by the village government include human resource training, routine evaluations, increased coordination with application developers, the use of digital communication media, and planning the gradual procurement of supporting facilities.

Keywords: Effectiveness, Information and Documentation Systems, Public Services.

A. INTRODUCTION

In the era of government digitalization, the management of village information and documentation systems serves not only as an administrative mechanism but also as a strategic instrument for achieving transparent and participatory village governance. The Village Information System (VIS) plays a crucial role in providing a comprehensive database that includes demographic data, village potentials, development initiatives, and public services. This enables village governments to plan, implement, and evaluate development programs more effectively and efficiently (Helmi et al., 2024).

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Normatively, the implementation of VIS is regulated under Law Number 6 of 2014 concerning Villages, particularly Article 86, which mandates both central and regional governments to develop village information systems. VIS encompasses village data, development data, rural area data, and other relevant information managed by village governments and accessible to all stakeholders. The implementation of VIS also represents a concrete step toward the realization of the Smart Village concept, in which information technology is utilized to improve the quality of life of rural communities (Rahman et al., 2023).

Empirical studies indicate that the implementation of VIS in various regions continues to face similar challenges. Rahayu et al. (2021) found that the VIS in Purwogondo Village, Kendal Regency, was ineffective due to limited human resources, the absence of adequate Standard Operating Procedures (SOPs), and weak internal communication. Similarly, Fahriza et al. (2022) reported comparable findings in Pasirmukti Village, Tasikmalaya, where website data were outdated and the budget allocated for VIS management was highly limited. Dewi (2023), in Banjarnegoro Village, Magelang, also identified planning that was not aligned with organizational goals and limited capacity among IT administrators.

A similar situation can be observed in Imbanagara Village, Ciamis District, Ciamis Regency. The village has implemented a VIS through the Desa Milenial platform, accessible via the website <https://imbanagara.desa.id/>, and supported by a Self-Service Village Service Kiosk (KIOSK). However, preliminary observations revealed several fundamental issues: (1) many residents are unaware of the existence of the Desa Milenial application; (2) the village website is often incomplete and infrequently updated; and (3) there is a shortage of human resources with competencies in information technology. These conditions indicate that the effectiveness of VIS management in Imbanagara Village has not yet been optimized.

To analyze these issues, this study employs Richard M. Steers' effectiveness framework, as cited in Arindya (2019, p. 67), which consists of three dimensions: goal attainment, integration, and adaptation. This theory is considered relevant because it provides a comprehensive measure of effectiveness from the perspectives of goal achievement, organizational integration and socialization, and the organization's ability to adapt to its environment. Therefore, this study aims to examine and analyze in depth the effectiveness of the Information and Documentation System managed by the Government of Imbanagara Village, Ciamis District, Ciamis Regency.

B. LITERATURE REVIEW

Organizational Effectiveness

Organizational effectiveness refers to the degree of success achieved by an organization in accomplishing its predetermined goals through the optimal utilization of available resources. According to Steers (2019), effectiveness is not measured solely by the final outcomes achieved, but also by the organization's ability to integrate various resources, conduct socialization efforts, and adapt to environmental changes. An effective organization is capable of ensuring that planned objectives are realized in accordance with established targets. In the context of managing a Village Information and Documentation System (VIS), effectiveness is reflected in the village government's ability to provide information services that are accessible, useful to the community, and supported by well-functioning organizational mechanisms.

Therefore, organizational effectiveness theory serves as a primary framework for assessing the success of VIS management at the village level (Steers, 2019; Daft, 2022).

Organizational Effectiveness Indicators

- Goal attainment
- Service accessibility
- Program planning
- Program implementation effectiveness
- Organizational integration
- Program socialization
- Organizational adaptation
- Resource availability

Village Information System (VIS) and Smart Village

The Village Information System (VIS) is a system used to manage village data, information, and public services in an integrated manner through the utilization of information technology. According to Rahman et al. (2023), VIS is an essential instrument for realizing the Smart Village concept because it enables village governments to improve governance quality, information transparency, and public service delivery. VIS functions not only as a village database but also as a communication medium between village governments and community members. The effective implementation of VIS can support data-driven decision-making and accelerate administrative services for citizens. Therefore, the theories of VIS and Smart Village are relevant for explaining how information technology can enhance the effectiveness of public services at the village level (Rahman et al., 2023; Helmi et al., 2024). Village Information System Indicators

- Availability of information systems
- Completeness of village data
- Ease of information access
- Regular data updating
- Utilization of information technology
- Public information transparency
- Support for administrative services

E-Government

E-Government refers to the use of information and communication technology by governments to improve public service quality, transparency, accountability, and citizen participation. According to the United Nations (2024), e-government aims to create a government that is more effective, efficient, and responsive to public needs through the provision of easily accessible digital services. The implementation of e-government is not limited to the use of websites or applications; it also involves transforming organizational work processes to become faster and more integrated. In the context of village governance, e-government can be implemented through village websites, public service applications, official social media platforms, and digital documentation systems. Therefore, e-government theory is relevant for explaining the quality of information and documentation services provided by village governments to the public (United Nations, 2024; Heeks, 2023). E-Government Indicators

- Availability of digital services
- Ease of service use
- Service speed
- Information transparency
- Service accountability
- Citizen participation
- Data and information security

C. RESEARCH METHODOLOGY

This study employed a descriptive research method with a qualitative approach. The descriptive method aims to systematically and accurately describe phenomena based on existing facts, while the qualitative approach enables researchers to investigate objects in their natural settings, emphasizing meaning rather than generalization (Sugiyono, 2019, p. 9; Moleong, 2019).

The research was conducted in Imbanagara Village, Ciamis District, Ciamis Regency, from October 2025 to July 2026. Primary data were collected through in-depth interviews with six informants selected using purposive sampling, consisting of the Village Head, the Chairperson of the Village Consultative Body (BPD), the Head of the Service Section, the Website Administrator (VIS Operator), and two community representatives. Secondary data were obtained from official village documents, laws and regulations, and relevant literature. Data were collected through three techniques: field observation, interviews, and documentation. Data analysis followed the interactive model of Miles and Huberman (1992), which consists of data reduction, data triangulation, and conclusion drawing.

D. RESULT AND DISN

Effectiveness of the Management of the Village Information and Documentation System (VIS)

The effectiveness of the management of the Village Information and Documentation System (VIS) by the Government of Imbanagara Village was analyzed using the three dimensions of Richard M. Steers' effectiveness theory as cited in Arindya (2019), namely goal attainment, integration, and adaptation, which were operationalized into eight indicators. The following section presents the research findings for each dimension.

Goal Attainment

Goal attainment refers to the overall effort to achieve organizational objectives, which should be viewed as a gradual process involving a specific timeframe and concrete targets (Steers, as cited in Arindya, 2019, p. 67). This dimension is elaborated through three indicators.

The findings indicate that Imbanagara Village has provided information system services through various platforms, including the village website (<https://imbanagara.desa.id/>), the Desa Milenial application, social media platforms (Facebook, Instagram, and WhatsApp), and a KIOSK machine located at the village office. Community members without digital access can also obtain services directly at the village office. However, public utilization of these services remains suboptimal because many residents are still unaware of the existence of the village website and application. Identified obstacles include limited IT human resources, uneven

internet coverage, low levels of digital literacy—particularly among older adults—and irregular information updates. These findings are consistent with Rahayu et al. (2021), who concluded that VIS implementation was ineffective due to limited human resources and the absence of adequate Standard Operating Procedures (SOPs).

Program planning is carried out through participatory mechanisms, including Village Deliberation Forums (*Musyawarah Desa* or Musdes) and Village Development Planning Meetings (*Musrenbangdes*), involving the Village Consultative Body (BPD), village institutions, neighborhood associations (RT/RW), and community representatives. Planning outcomes are incorporated into the Village Government Work Plan (RKPDDes) and funded through the Village Budget (APBDes). Although the planning process is procedurally structured, its quality has not yet reached an optimal level because data remain incomplete and insufficiently integrated, while human resources with IT expertise are still very limited. These findings are similar to those of Dewi (2023), who found that VIS planning in Banjarnegoro Village had not aligned with future objectives due to limitations in human resources and technological capacity.

Overall, the VIS program in Imbanagara Village has not been fully effective. Although VIS is utilized for basic administrative functions and information dissemination through various media channels, its concrete objective of providing fast, accurate, and affordable services to all segments of society has not yet been achieved. This condition supports Anggriani's (2010, p. 174) view that effectiveness reflects the relationship between achieved outcomes and intended objectives; therefore, the greater the gap between goals and actual outcomes, the lower the level of effectiveness.

Integration

Integration refers to an organization's ability to conduct socialization, build consensus, and communicate effectively with various stakeholders (Steers, as cited in Arindya, 2019, p. 67). This dimension is measured through two indicators.

VIS socialization activities in Imbanagara Village have involved village officials, the Village Consultative Body (BPD), village institutions, neighborhood associations (RT/RW), and community representatives. Participants generally found the socialization materials easy to understand. However, these activities have not reached all segments of the community equally. Most informants reported participating in socialization activities only once, without any regular follow-up. This is evidenced by the fact that many residents remain unaware of the *Desa Milenial* application. Major obstacles include limited budgets and time, as well as low technological literacy among older adults. These findings are consistent with Fahriza et al. (2022), who identified insufficient socialization as a key factor limiting VIS effectiveness.

Imbanagara Village has established Standard Operating Procedures (SOPs) as guidelines for VIS management, which are reviewed every three months. Nevertheless, implementation of these SOPs still faces challenges because the procedures are considered too lengthy and involve time-consuming verification processes, creating difficulties for some residents. SOPs with overly complex procedures may hinder communication between the village government and citizens, which contradicts Siagian's (2014, p. 5) management theory emphasizing that organizational activities must be conducted according to standards to achieve objectives effectively.

Adaptation

Adaptation refers to an organization's ability to adjust to its environment and is measured through workforce recruitment and staffing processes (Steers, as cited in Arindya, 2019, p. 67). This dimension is elaborated through three indicators.

VIS management in Imbanagara Village is supported by a division of responsibilities involving a dedicated VIS operator, village officials, section heads, administrative staff, and hamlet heads. However, having only one dedicated operator is considered insufficient to manage the entire VIS workload. Furthermore, some village officials still lack adequate understanding of the system. Nicholas (2017, p. 34) emphasizes that human resource quality is one of the key determinants of program effectiveness. These findings are consistent with Aisah et al. (2022), who identified limited human resources as a major obstacle to VIS implementation.

The Government of Imbanagara Village has conducted training programs for VIS administrators in coordination with application developers and has organized weekly evaluations through routine village meetings. However, training has not been implemented consistently or systematically for all system administrators. Inconsistent training may hinder the organization's ability to adapt to rapidly evolving information technology. Dewi (2023) recommends that training be conducted consistently and systematically to improve the quality of VIS management.

Imbanagara Village possesses computers, a KIOSK machine, internet connectivity, and a village website as supporting infrastructure for VIS management. However, these facilities remain inadequate. There is no dedicated VIS server, computers are shared among multiple users, only one KIOSK machine serves five hamlets, and internet connectivity remains unstable in several areas. The primary obstacle is limited village funding. To address this issue, the village government has planned the gradual procurement of additional supporting facilities through inclusion in the Village Government Work Plan (RKPDDes). Fahriza et al. (2022) reported similar conditions in Pasirmukti Village, where budget limitations were identified as the main barrier to effective VIS management

E. CONCLUSION

Based on the research findings, it can be concluded that the effectiveness of the management of the Village Information and Documentation System (VIS) by the Government of Imbanagara Village, Ciamis District, Ciamis Regency, has generally not been optimal across the three dimensions examined.

In the goal attainment dimension, VIS services have been made available through various platforms; however, their utilization remains low due to insufficient socialization, limited digital literacy among community members, and irregular data updates. Although program planning has been conducted through participatory procedures, it has not yet produced concrete outcomes because the data used as the basis for planning are still incomplete and insufficiently integrated.

In the integration dimension, VIS socialization activities have not reached all segments of the community equally and have not been conducted on a continuous basis. Furthermore, the existing Standard Operating Procedures (SOPs) have not been fully effective because their

procedures are considered too lengthy, and the prolonged verification process creates difficulties for community members.

In the adaptation dimension, the availability of dedicated human resources for VIS management remains very limited, training programs have not been implemented consistently, and supporting facilities and infrastructure are still inadequate, primarily due to budget constraints. This study recommends that the village government schedule regular VIS socialization activities, simplify service SOPs, increase the number of system operators and strengthen their capacities through continuous training, and prioritize the gradual procurement of technological infrastructure through the Village Government Work Plan (RKPDDes)

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