

THE EFFECTIVENESS OF PUBLIC SERVICE DIGITALIZATION BY THE VILLAGE GOVERNMENT IN CIMARI VILLAGE, CIKONENG DISTRICT, CIAMIS REGENCY

Muhammad Raffi Kustiawan*, Asep Nurwanda, Dini Yuliani

Universitas Galuh, Ciamis, Indonesia

*Email: muhammad_raffi@student.unigal.ac.id**

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Abstract

Digital transformation has encouraged village governments to improve the quality of public services through the utilization of information technology. The Government of Cimari Village, Cikoneng District, Ciamis Regency, has implemented digital public services through the Village Information System (SID), the village website, and digital administrative service applications. However, the implementation still faces several challenges, including the absence of village-level regulations specifically governing digitalization, suboptimal management of digital systems, and uneven digital competencies among village officials. This study aims to analyze the effectiveness of public service digitalization implemented by the Government of Cimari Village using Richard M. Steers' Organizational Effectiveness Theory, which consists of three dimensions: organizational environment, internal structure and processes, and individual characteristics within the organization. This study employed a qualitative research method with a descriptive approach. Data were collected through observations, interviews with five key informants, and documentation. The findings indicate that the digitalization of public services in Cimari Village has not yet been fully effective. The organizational environment has been supported by government policies and digital service standard operating procedures (SOPs), although no specific Village Regulation governing digitalization has been established. The internal structure and processes are supported by the availability of digital infrastructure; however, system management and maintenance still require improvement. Furthermore, the digital competencies of village officials remain uneven, resulting in the operation and management of digital systems being heavily dependent on a limited number of personnel. Therefore, strengthening regulatory frameworks, enhancing the capacity of village officials, and optimizing the management of digital systems are necessary to improve the effectiveness of public services at the village level.

Keywords: Public Service Digitalization, Village Government, Village Administrative Services, Organizational Effectiveness, Village Information System (SID).

A. INTRODUCTION

The rapid advancement of information technology has transformed the way governments deliver public services, including at the local government level. This transformation is reflected in the increasing adoption of electronic government (e-government) as a strategy to provide public services that are faster, more effective, efficient, transparent, and accountable. The utilization of information technology not only serves as a medium for information

dissemination but also functions as an instrument for enhancing the performance of public organizations through streamlined service procedures and integrated data management (Yulanda & Adnan, 2023).

At the village government level, the digitalization of public services has become an essential component in realizing governance that is adaptive to technological developments. As the governmental institution that interacts directly with citizens, village governments are expected to provide administrative services that are accessible, responsive, and of high quality. Consequently, the implementation of digital public services has become a strategic approach to improving the effectiveness of village governance while strengthening the principles of transparency, accountability, and public participation.

The Indonesian government's commitment to promoting the digital transformation of public services is reflected in several regulatory frameworks. Law Number 25 of 2009 on Public Services mandates that all public service providers deliver services that are efficient, accessible, transparent, and measurable while establishing public service information systems to support service delivery. Furthermore, Law Number 6 of 2014 on Villages grants village governments the authority to manage governance and community services through the utilization of the Village Information System (Sistem Informasi Desa/SID) as a tool for data management and administrative governance. These policies were further reinforced through Presidential Regulation Number 95 of 2018 on Electronic-Based Government Systems (SPBE) and Minister of Villages, Development of Disadvantaged Regions, and Transmigration Regulation Number 21 of 2020, both of which emphasize the importance of information technology in village administration.

Previous studies have demonstrated that the digitalization of public services contributes positively to improving the quality of village administrative services. Digitalization has been shown to accelerate service delivery, improve the efficiency of government officials, and expand citizens' access to administrative services (Familiawati et al., 2023). In addition, the effectiveness of digital public services is strongly influenced by the capability of village officials to operate digital service systems effectively (Pamungkas & Jakfar, 2024). Nevertheless, several studies have identified persistent challenges, including inadequate technological infrastructure, low levels of digital literacy among community members, and uneven digital competencies among village officials (Nurwanda et al., 2022; Lailiyah, 2025). These findings indicate that the success of digital public service implementation depends not only on technological availability but also on organizational readiness, regulatory support, and the quality of human resources.

These challenges are also evident in Cimari Village, Cikoneng District, Ciamis Regency. The Cimari Village Government has implemented digital public services through the Village Information System (SID), the village website, and digital administrative service applications to improve service quality for local residents. However, the implementation has not yet been fully optimized. Preliminary observations reveal several obstacles that may reduce service effectiveness, including the absence of a village regulation specifically governing digital public service implementation, limited utilization of digital infrastructure, unstable internet connectivity, and uneven digital competencies among village officials, resulting in system

management being dependent on only a few individuals. Moreover, public utilization of digital services remains relatively low due to limited digital literacy among community members.

These issues suggest that the implementation of digital public services should be analyzed from a broader organizational perspective rather than solely from the technological aspect. Therefore, this study adopts Richard M. Steers' Organizational Effectiveness Theory as its analytical framework. According to Steers, organizational effectiveness is determined by three primary dimensions: the organizational environment, internal structure and processes, and individual characteristics within the organization. These dimensions provide an appropriate framework for examining the extent to which the digitalization of public services at the village level supports improvements in the quality of administrative services provided to the community.

This study differs from previous research by examining digital public service implementation not only from the perspective of technology utilization but also by investigating the interrelationships among regulatory support, digital infrastructure readiness, service delivery mechanisms, and human resource capacity within the framework of Richard M. Steers' Organizational Effectiveness Theory. Accordingly, this research is expected to contribute to the academic literature on the digitalization of public services in village governments while providing practical recommendations for the Government of Cimari Village to optimize the implementation of digital-based public services.

Based on the foregoing discussion, this study aims to analyze the effectiveness of public service digitalization implemented by the Government of Cimari Village, Cikoneng District, Ciamis Regency, using Richard M. Steers' three dimensions of organizational effectiveness: organizational environment, internal structure and processes, and individual characteristics within the organization.

B. LITERATURE REVIEW

Public service digitalization refers to the process of utilizing information and communication technologies (ICT) in government service delivery to improve efficiency, effectiveness, transparency, and the overall quality of public services. At the village government level, digitalization is implemented through the use of the Village Information System (SID), village websites, and various digital administrative service applications. The implementation of digitalization not only transforms service delivery mechanisms from manual to electronic systems but also promotes governance that is more responsive, accountable, and citizen-oriented.

Organizational effectiveness refers to the extent to which an organization successfully achieves its predetermined objectives through the optimal utilization of its available resources. In the context of public service delivery, organizational effectiveness is not measured solely by the achievement of service targets but also by the organization's ability to provide high-quality, accessible, timely, and satisfactory services to the public.

This study adopts Richard M. Steers' Organizational Effectiveness Theory as its analytical framework. According to Steers (1985), organizational effectiveness is influenced by three primary dimensions:

- Organizational Environment, which includes policy support, regulatory frameworks, external environmental conditions, and community readiness to support public service delivery.
- Internal Structure and Processes, which encompass the availability of infrastructure and facilities, service delivery mechanisms, system management, and organizational coordination in providing public services.
- Individual Characteristics within the Organization, which relate to the competencies, capabilities, preparedness, and behavior of public officials in carrying out their service responsibilities.

These three dimensions serve as the analytical framework for evaluating the effectiveness of public service digitalization implemented by the Government of Cimari Village.

Numerous studies have demonstrated that the digitalization of public services can significantly improve administrative efficiency and the quality of public service delivery in village governments. Nevertheless, its implementation continues to encounter several challenges, including inadequate regulatory support, limited technological infrastructure, low levels of digital literacy among community members, and insufficient capacity of village officials. Therefore, this study extends previous research by examining the effectiveness of public service digitalization through the perspective of Richard M. Steers' Organizational Effectiveness Theory within the context of village governance.

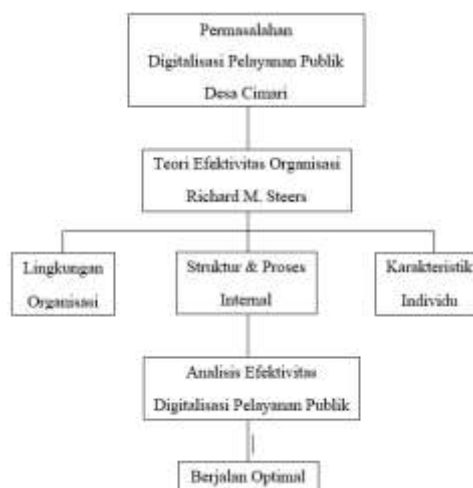


Figure 1. Research Framework. Source: Adapted from Richard M. Steers.

C. RESEARCH METHODOLOGY

This study employed a qualitative approach using a descriptive research method. A qualitative approach was selected because it enables an in-depth understanding of the phenomenon of public service digitalization implemented by the Government of Cimari Village and facilitates the identification of factors influencing its effectiveness. The descriptive method was used to portray the empirical conditions based on field findings, thereby providing a comprehensive explanation of the effectiveness of public service digitalization from the perspectives of the organizational environment, internal structure and processes, and individual characteristics within the organization.

The research was conducted in Cimari Village, Cikoneng District, Ciamis Regency. This location was selected because the village has implemented public service digitalization through the Village Information System (SID), the village website, and digital administrative services. Despite these initiatives, several implementation challenges remain, making the village an appropriate setting for further investigation.

The study utilized both primary and secondary data sources. Primary data were collected through in-depth interviews and direct observations involving purposively selected informants, including the Village Head, Village Secretary, Head of the Public Service Section, Head of the General Affairs Section who also serves as the digital service operator, and a community representative. These informants were chosen based on their knowledge, experience, and direct involvement in the implementation and utilization of digital public services in Cimari Village. Secondary data were obtained from supporting documents, including the Cimari Village profile, Standard Operating Procedures (SOPs) for digital services, digitalization implementation reports, relevant laws and regulations, and scholarly literature related to the research topic.

Data were collected using three techniques: in-depth interviews, observation, and documentation. In-depth interviews were conducted to obtain detailed information regarding the implementation of digital public services based on the experiences and perspectives of the informants. Observations were carried out to directly examine the digital service delivery process, the availability of supporting facilities and infrastructure, and interactions between village officials and community members during service provision. Documentation served as supporting evidence in the form of service records, policy documents, photographs of activities, and administrative documents related to public service digitalization. The combination of these three data collection methods was intended to ensure comprehensive data collection and enhance the credibility of the research findings.

Data were analyzed using the interactive model of Miles, Huberman, and Saldaña (2014), which consists of three stages: data condensation, data display, and conclusion drawing and verification. During the data condensation stage, the researcher selected, simplified, and categorized the data according to the research focus. The data were then presented in a narrative format to facilitate interpretation. Finally, conclusions were drawn by identifying patterns and relationships within the data and verified through triangulation to ensure the trustworthiness and credibility of the findings.

The operationalization of this study was based on Richard M. Steers' Organizational Effectiveness Theory (1985), which comprises three dimensions: organizational environment, internal structure and processes, and individual characteristics within the organization. These dimensions served as the foundation for developing the interview and observation guidelines and for analyzing the effectiveness of public service digitalization implemented by the Government of Cimari Village

D. RESULT AND DISCUSSION

The findings of this study are presented using Richard M. Steers' Organizational Effectiveness Theory, which consists of three dimensions: organizational environment, internal structure and processes, and individual characteristics within the organization. The discussion

is organized according to these three dimensions to evaluate the effectiveness of public service digitalization implemented by the Government of Cimari Village.

Organizational Environment

The findings indicate that the Government of Cimari Village has implemented public service digitalization through the Village Information System (SID), the village website, and digital administrative service applications. The implementation has been supported by Village Head Decree Number 25 of 2024 concerning the Standard Operating Procedures (SOPs) for Village Digital Services, providing village officials with operational guidelines for delivering public services. However, at the time of the study, no Village Regulation specifically governing public service digitalization had been enacted, indicating that the regulatory framework remained primarily administrative in nature.

Interview results revealed that all informants shared a similar perspective regarding the importance of digital public services. The Village Head and Village Secretary explained that digitalization was introduced to improve service efficiency, administrative transparency, and public accessibility. The Head of the Public Service Section and the General Affairs Officer, who also serves as the digital service operator, stated that the SOPs had facilitated the daily implementation of administrative services. Meanwhile, the community representative perceived that administrative procedures had become significantly more convenient than under the previous manual system.

Infrastructure conditions also emerged as an important factor influencing service effectiveness. Field observations showed that computers, internet connectivity, and the village website were available to support digital services. Nevertheless, internet connectivity remained unstable, occasionally disrupting the delivery of digital administrative services. Village officials likewise identified network interruptions as one of the primary obstacles when accessing the Village Information System.

The utilization of digital services by community members has shown encouraging progress, although it has not yet reached its full potential. Many residents have begun using digital services, particularly to obtain information and process basic administrative documents. However, a considerable proportion of community members still prefer face-to-face services due to limited digital literacy and insufficient familiarity with information technology.

Overall, the organizational environment dimension can be categorized as reasonably effective. This finding is consistent with Richard M. Steers' perspective that organizational effectiveness depends on an organization's ability to adapt to its external environment through policy support, resource availability, and stakeholder acceptance. Although Cimari Village has established a supportive organizational environment, further improvements are needed through stronger village-level regulations, enhanced internet infrastructure, and increased community digital literacy to maximize the effectiveness of digital public services.

Internal Structure and Processes

The internal structure and processes dimension describes how the organization manages its resources, service procedures, and operational systems to achieve organizational objectives. The findings indicate that the Government of Cimari Village has provided various digital facilities, including computers, printers, internet access, the village website, and the Village

Information System (SID), all of which support the delivery of administrative services to the public.

Interview findings suggest that village officials generally consider the available facilities adequate for daily service operations. Nevertheless, several informants identified persistent challenges, including unstable internet connections, limited backup equipment, and the absence of regular system maintenance. Consequently, whenever technical problems occur, administrative services must temporarily revert to manual procedures.

Regarding service mechanisms, the Government of Cimari Village has established a clear administrative workflow based on the existing Standard Operating Procedures (SOPs). Community members submit administrative requests through the prescribed procedures, after which village officials verify the required information before issuing the requested documents. This service mechanism has substantially accelerated administrative processing compared with the previous manual system.

However, digital system management remains an area requiring improvement. The study found that the operation of the service applications and the village website still depends heavily on a limited number of operators. When these operators are unavailable or encounter technical difficulties, service delivery becomes less efficient. In addition, system updates are not performed regularly, resulting in several digital features being underutilized.

These findings indicate that the internal structure and processes dimension can also be classified as reasonably effective. According to Richard M. Steers, organizational effectiveness depends not only on having an appropriate organizational structure but also on the organization's ability to manage operational processes efficiently. While Cimari Village has established a satisfactory service structure, improvements in digital system management and technological maintenance are necessary to ensure sustainable and reliable digital public services.

Individual Characteristics within the Organization

The individual characteristics within the organization dimension focuses on the competencies, adaptability, and readiness of village officials in delivering digital public services. The findings reveal that, in general, officials in Cimari Village are capable of operating computers, the Village Information System, and digital administrative service applications. These competencies have been developed through work experience, technical assistance, and training programs organized by the local government.

Interview results indicate that the Village Head actively supports competency development by encouraging village officials to participate in various training programs. The Village Secretary explained that digitalization training had significantly improved officials' understanding of digital service applications. However, digital competencies remain uneven because responsibility for managing digital systems is still concentrated among a small number of officials with higher levels of technical expertise.

Regarding organizational readiness, all informants agreed that village officials have adapted well to the transition toward digital public services. Nevertheless, when system failures or software updates occur, several officials still depend on specialized operators with more advanced information technology skills.

Field observations further confirmed that digital services continue to operate despite this dependency on specific individuals. This situation suggests that knowledge transfer among village officials has not yet been fully optimized, making service continuity vulnerable to the availability of certain personnel with specialized technical competencies.

Based on Richard M. Steers' Organizational Effectiveness Theory, organizational effectiveness is influenced by employees' capabilities, motivation, and preparedness to perform their assigned responsibilities. Accordingly, the individual characteristics dimension may also be categorized as reasonably effective, as village officials possess fundamental digital competencies. Nevertheless, broader competency development and more systematic human resource capacity building remain necessary to reduce dependence on particular individuals and strengthen the sustainability of digital public service delivery.

Overall Findings

Based on the three dimensions of organizational effectiveness, it can be concluded that the effectiveness of public service digitalization implemented by the Government of Cimari Village falls within the reasonably effective category. Digital services have improved the speed of administrative processes, expanded public access to government services, and enhanced transparency in village governance. However, the implementation has not yet achieved optimal effectiveness due to several remaining challenges, including the absence of comprehensive village regulations governing digital public services, limitations in digital system management and maintenance, unstable internet connectivity, uneven digital competencies among village officials, and the relatively low utilization of digital services by community members. Therefore, strengthening the regulatory framework, enhancing human resource capacity, improving digital infrastructure, and optimizing system maintenance are essential strategic measures to further increase the effectiveness of public service digitalization in Cimari Village.

E. CONCLUSION

This study aimed to analyze the effectiveness of public service digitalization implemented by the Cimari Village Government, Cikoneng District, Ciamis Regency, based on Richard M. Steers' organizational effectiveness theory, which encompasses the dimensions of organizational environment, internal structure and processes, and individual characteristics within the organization. The findings indicate that public service digitalization in Cimari Village has been implemented and has contributed to improving the quality of administrative services through the utilization of the Village Information System (SID), the village website, and digital administrative service applications. However, its implementation has not yet been fully optimized, indicating that the overall effectiveness of public service digitalization remains at a moderately effective level.

Regarding the organizational environment dimension, the implementation of digitalization has been supported by Digital Service Standard Operating Procedures (SOPs). Nevertheless, it is not yet supported by a specific Village Regulation governing public service digitalization. In addition, the quality of internet connectivity and the level of community utilization of digital services continue to influence the effectiveness of service delivery.

In terms of the internal structure and processes dimension, the Cimari Village Government has provided adequate digital infrastructure and established service mechanisms to support

digital public services. However, challenges remain in the management and maintenance of digital systems, particularly concerning system updates and the resolution of technical issues, which still depend heavily on specific personnel.

With respect to the individual characteristics dimension, village officials generally possess the fundamental skills required to operate digital technologies and administrative service applications. However, digital competencies are not evenly distributed among staff, resulting in a continued reliance on a limited number of individuals to manage digital services. This finding highlights the need for continuous capacity-building initiatives to ensure the sustainability of digital transformation at the village level.

Overall, this study demonstrates that the effectiveness of public service digitalization in Cimari Village is influenced by the integration of regulatory support, organizational readiness, infrastructure availability, digital system management, and the competencies of village officials. Therefore, enhancing the effectiveness of digital public services requires strengthening village-level regulations, continuously developing and maintaining digital systems, improving the digital competencies of village officials through regular training, and increasing community digital literacy to encourage greater utilization of digital services. Consequently, public service digitalization should be viewed not merely as a technological innovation but as a strategic effort to achieve a more effective, transparent, accountable, and citizen-oriented village governance system

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