



E-Governance Optimization Strategy To Improve Public Services In Summersari Village, Sleman Regency

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Abstract

The implementation of e-Governance is part of the changes in public services by utilizing information and communication technology. This study aims to analyze the implementation of e-Governance in population administration services in Summersari Village and develop optimization strategies based on the analysis of existing implementation gaps. The method used in this study is qualitative with a descriptive approach. Data collected through semi-structured interviews, observations, and documentation from seven informants selected using purposive sampling, then analyzed using the Information, Technology, Processes, Objectives and Values, Staffing and Skills, Management Systems and Structures, and Other Resources framework. The results show that in 2025, the use of digital services for Family Cards is estimated to reach 20% and 25% for Death Certificate services, indicating that people prefer to use services directly. The ITPOSMO analysis reveals gaps in implementation related to information, technology, processes, objectives and values, human resources, management and organizational structure, and supporting resources. The gap is caused by limited public understanding of digital services, disruptions to networks and applications, service procedures that are not yet fully user-friendly, uneven apparatus capacity, and organizational management that does not support the optimization of digital services and limited supporting resources. Based on the research results, the E-Governance optimization strategy is designed to strengthen socialization, provide digital services based on assisted digital services, increase apparatus capacity, optimize the use of information technology through collaboration with Dukcapil, and strengthen supporting technology infrastructure in accordance with the authority of the village government to create more inclusive digital public services.

Key Words : strategy, public service, society, E-Governance.

Introduction

Public service is one of the primary functions of government, aiming to fulfill the rights of the people by providing effective, efficient, transparent, and accountable services. Advances in information and communication technology (ICT) have encouraged the government to implement changes in public services through the implementation of electronic government (e-Governance) as part of bureaucratic reform. Unlike e-Government, which focuses on the digitization of administrative and service processes, e-Governance emphasizes improvements in governance by leveraging technology to increase efficiency, transparency, public participation, and inter-institutional collaboration (Wirawan, 2020). Therefore, the success of digital public service implementation depends not only on the availability of technology but also on organizational readiness, the capabilities of the apparatus, the quality of infrastructure, and the public's ability to use digital services (Yunita et al., 2025). This demonstrates that digital transformation is a change within institutions that requires adjustments from both service providers and the public as service users.

As a manifestation of its commitment to digital transformation, the Indonesian Government has established an Electronic-Based Government System (SPBE) through Presidential Regulation (Perpres) Number 95 of 2018 concerning the Electronic-Based Government System. The Special Region of Yogyakarta is strengthened through the Regulation of the Governor of the Special Region of Yogyakarta Number 67 of 2022 concerning SPBE. The implementation of this policy is carried out in stages, where the DIY Regional Government determines the policy direction, the Sleman Regency Government coordinates its implementation, the Population and Civil Registration Service (Dukcapil) manages the digital-based population administration service system, while the village government acts as a service provider in the field that verifies administration, facilitates the community, and connects the use of the digital service system. This role is in accordance with the provisions contained in Article 6 paragraph (2) of the Regulation of the Governor of the Special Region of Yogyakarta Number 2 of 2020 concerning Guidelines for Village Government. Thus, the success of digital public services at the village level is not only influenced by the capacity of the village government, but also by inter-institutional coordination, the quality of the application system, and the technological infrastructure managed by the district government. Summersari is a village in Moyudan District, Sleman Regency, that has implemented digital-based population administration services, such as Family Cards, Electronic Identity Cards, Birth Certificates, Death Certificates, and Child Identity Cards. However, this implementation indicates a change in governance. In the early stages of digitalization, village officials implemented mentoring-based services through direct visits to residents' homes to help the public access digital administrative services. Along with the implementation of SPBE, this service model was discontinued and shifted to self-service, with the hope that the public would be able to access services digitally without intensive mentoring. This change not only altered service procedures but also altered the relationship between government officials and the public, creating new challenges in the implementation of digital public services.

The transition from mentoring-based services to self-service can create various challenges. These include increased administrative responsibilities faced by the public, the emergence of gaps in access to digital services for vulnerable groups, and changes in the role of field service officers in assisting communities with limited digital literacy. Based on initial observations in Summersari Village, several obstacles remain in the implementation of digital

services. These obstacles include low levels of digital literacy in the community, limited understanding of online service procedures, internet network disruptions, and frequent errors in population administration applications. This situation indicates a gap between the government's digital service design and the reality of its implementation at the village level, potentially reducing public access to public services.

Numerous studies have discussed the implementation of e-Governance and SPBE, but several limitations remain. Research by Fadli (2023) revealed that the success of e-Government-based public service innovations at the village level is influenced by leadership, organization, risk management, human resource capacity, and technology. However, this research focused more on evaluating the success of service innovations. Research by (Setiani & Maesaroh, 2018) examined e-government development at the district government level, while (Hermawati & Amir, 2025) focused more on strategies for developing human resources in the implementation of e-government. Research conducted by (Rahayu et al., 2025) was indeed conducted in Summersari Village, but its emphasis was more on the use of information technology in the education and educational tourism sectors, rather than on governance. Therefore, research on the transition from a service system that prioritizes assistance to independent services driven by digital technology at the village level has not been conducted by previous research. Previous research has shown that accelerating the integration of technology in digital-based governance strategies (smart governance) requires efficiency in processes and guarantees of social inclusion so that services can reach all elements of society (Handayani et al., 2026). On the other hand, active community participation and adjustment to new systems sometimes create additional burdens on administrative capacity in the field (Aulia & Sukardi, 2026). In addition to system issues, the success of the transition to digital services is highly dependent on the competency readiness of the human resources involved (Staffing and Skills) to prevent gaps in operations (Syafitri et al., 2025). By considering these circumstances, this study aims to analyze the E-Governance optimization strategy in improving public services in Summersari Village, Sleman Regency. Identify and formulate an E-Governance optimization strategy in improving public services in Summersari Village, Sleman Regency.

E-Governance is a method for the government to utilize information and communication technology to improve performance, transparency, accountability, and the quality of public services to achieve Good Governance. According to the United Nations Department of Economic and Social Affairs (UNDESA) in the 2022 E-Government Survey, E-Governance is designed to digitize bureaucratic processes so that relations between the government and the public become more efficient, faster, and involve participation. In Indonesia, E-Governance is implemented through the Electronic-Based Government System (SPBE), which focuses on digitizing public services to increase government efficiency, transparency, and accountability. The success of its implementation depends not only on the technology used, but also on collaboration between policies, human resource skills, and effective governance so that the public can have more trust and the quality of public services increases (Juliarso, 2019). Optimization strategies are efforts to utilize available resources optimally and efficiently to achieve predetermined goals. In the context of E-Governance, optimization is carried out so that the implementation of digital-based government services can improve the quality of public services while maintaining existing resource limitations and conditions (Alim & Ibrahim, 2024).

Method

This study uses qualitative methods with a descriptive approach to evaluate the implementation of e-governance and formulate strategies for its improvement in order to improve public services in Summersari Village, Sleman Regency. Seven informants were selected using purposive sampling based on their involvement and experience in digital-based population administration. The informants included the Village Secretary, two administrative staff, and four community members representing various characteristics: digital service users, manual method users, individuals who have encountered problems using digital services, and elderly individuals with varying digital skills. The selection of informants took into account differences in age, experience with digital services, types of services accessed, and digital literacy levels. The data collection process continued until saturation reached a point where no new, meaningful data emerged.

Data collection was conducted through semi-structured interviews, participant observation, and the collection of relevant documents. Interviews were conducted in person at the Summersari Village Office or at an agreed-upon location, lasting between 30 and 60 minutes, recorded with a voice recorder with the informant's consent, and accompanied by field notes. The focus of the interviews was on experiences in using digital services, the transition from a mentoring system to digital-based self-service, obstacles in implementation, and steps taken in running digital services. Observations were carried out repeatedly at each stage of the administrative service process, starting from community reception, document verification, use of the service application, until the completion of the service, including observing interactions between officials and the community in the use of digital services.

Figure 1 Observation Results of the Population Administration Service Process between Village Apparatus and the Community in Summersari Village



Documentation serves as supporting data, including registration books or annual service records, service-related administrative archives, service request forms, and photographs of service activities. Data from this documentation was used to verify interview

and observation results and to provide an overview of the implementation of digital-based administrative services in Summersari Village.

Data analysis was based on the Miles, Huberman, and Saldana model (Miles, 1996), which includes data condensation, data presentation, and conclusion drawing. The analysis process was conducted deductively, using the seven ITPOSMO dimensions (Information, Technology, Processes, Objectives and Values, Staffing and Skills, Management Systems and Structures, and Other Resources) as analysis categories from the initial stages of the research. Data obtained from interviews, observations, and documentation were first coded and then grouped into each ITPOSMO dimension to identify gaps between digital service implementation and targets, which will form the basis for formulating e-governance optimization strategies. The validity of the data was tested through triangulation of sources and techniques, while the ethical aspects of the research were carried out through approval from informants, protection of informant identities, and research permits from the Summersari Village Government before the data collection process began.

Results and Discussion

Implementation of E-Governance in Improving Public Services in Summersari Village, Sleman Regency

The implementation of e-Governance in Summersari District, Sleman Regency, aims to optimize population administration services (Adminduk), particularly the Family Card (KK) and Death Certificate applications throughout 2025. This program is integrated through the Population Administration Service Post (POSYANDU) system in collaboration with the Population and Civil Registration Office (Dukcapil) of Sleman Regency. Although basic infrastructure is in place, quantitative data for 2025 shows that the use of digital services at the village level is still not optimal, as shown in the following figure:

Figure 2 Family Card (KK) Application Service Diagram in 2025



Source: 2025 Family Card (KK) Application Report Data

The figure above shows a comparison of the use of digital and manual Family Card (KK) application services in Summersari Village during 2025. Of the total 325 applications, 65 (20%) were submitted digitally, while 260 (80%) were still submitted manually. This data indicates that the use of digital services is still relatively low compared to manual services. Based on the monthly breakdown, the use of digital services varies between 3 and 8 applications per month. The highest number was recorded in September and November, each with 8 applications, while the lowest number was recorded in June, with 3 applications.

Figure 3 Death Certificate Service Diagram for 2025



Source: Death Certificate Service Diagram for 2025

The figure above shows a comparison of the use of digital and manual death certificate application services in Summersari Village during 2025. Of the 128 applications, 32 (25%) were submitted digitally, while 96 (75%) preferred manual services. This data indicates that manual services remain the primary choice for residents processing death certificate applications. Based on monthly data, the use of digital services varied between 2 and 4 applications per month. The highest number occurred in March, with 4 applications, while the lowest number was recorded in January, with 2 applications.

The study results indicate that the implementation of e-governance in population administration services in Summersari Village has been implemented through the provision of digital services in collaboration with the Population and Civil Registration Office of Sleman Regency. Various initiatives have been taken by the village government, such as the launch of the Village Information System website, WhatsApp services, the provision of computers, and administration based on the Population Administration Service Post. Despite this, the utilization rate of digital services remains relatively low, as evidenced by the use of digital services for Family Card applications, which reached only 20% and Death Certificate applications, which reached 25% by 2025.

These results indicate that low digital service utilization is not due to public rejection of technology, but rather due to a gap between the e-Governance implementation plan and the actual situation on the ground. Referring to the ITPOSMO framework, this gap encompasses various aspects such as information, technology, processes, objectives and values, staffing and skills, management and structures, and other resources. Therefore, an analysis was conducted on each indicator to identify the causes of the discrepancy and to provide a basis for formulating strategies to optimize e-Governance implementation in Summersari Village.

The information indicator assesses how information is conveyed, accessed, and understood by the public to support the utilization of digital services (Soufitri, 2023). The research shows that Summersari Village has provided data related to the requirements, steps, and processes for population administration services through the Village Information System (SID), WhatsApp, social media, and outreach at community events. This indicates that the government has created information channels as part of its e-governance implementation. However, implementation has not yet reached optimal levels because outreach has only been conducted initially, and information on the website still lacks detailed guidance on using digital services. As stated by a source,

"Previously, the village head explained during the selapanan (prayer break), but after that, there was no further explanation about the website or services via WhatsApp." (Mr. A and Mr. M, community members). As a result, residents still prefer to come directly to the village office because it's easier to get explanations.

Figure 4 View of the Summersari Village Website Profile and Information Page for Family Card (KK) Application Requirements



Source 1 <https://sumbersarisid.slemankab.go.id/home/>

This situation reflects a discrepancy between the information provided by the government and its use by the public. Therefore, research findings indicate that the low utilization of digital services is not due to a lack of information media, but rather because the available information is ineffective in increasing public understanding and trust in using services independently. This finding aligns with (Rani & Samin, 2023), who stated that the success of e-governance is influenced by ease of access, public understanding, and trust in digital services.

In the technology indicator, this section assesses the alignment of hardware, software, and infrastructure in supporting e-governance implementation (Al Fikri & Pamungkas, 2024). The study revealed that Summersari Village has provided computers and utilizes the Dukcapil application for digital-based population administration services. However, implementation has been suboptimal due to frequent disruptions to the internet network and the Dukcapil application. As stated by an information source,

"Even though our computer equipment is of good quality, the system and network often experience problems" (Mr. H, Head of Administrative Affairs), and "Sometimes applications suddenly stop working, and the most common problem is the internet" (Ms. D, community member).

This situation indicates a gap between the available infrastructure and the quality of digital services perceived by the public. Although the government has provided technological tools, system disruptions have led people to prefer in-person services, which are perceived as more reliable. The research findings indicate that low utilization of digital services is not only related to the public's ability to use technology, but also to the resilience of the infrastructure and dependence on the Dukcapil system at the district level. These findings align with the opinion of (Aljukhadar et al., 2022), who stated that the success of e-governance implementation is influenced by the quality of digital infrastructure and system reliability, and highlighted that available technology is not sufficient to encourage optimal use of digital services.

In the process indicator, this section assesses the suitability of the digital service flow to user needs (Hadikusumo, 2025). Research findings indicate that Summersari Village has provided a population administration service flow through the Dukcapil website and application, from submitting requirements to the document submission and verification process. This demonstrates that the government has created a digital service mechanism as part of its e-governance implementation. However, its implementation is not optimal because the website only provides administrative requirements without detailed explanations regarding service usage. This results in the public still facing difficulties in uploading documents, correcting files, and understanding the service stages, so they prefer to visit the village office in person. As one informant expressed,

"Personally, I prefer to visit the village office in person so I can ask questions if there's anything missing" (Mr. A, community member).

This situation indicates a gap between the digital services provided by the government and the user experience when using them. Although the service mechanism is in place, the process is not yet easy to understand, resulting in the digital service space not being fully utilized, and the public still requires assistance from officials. The research results show that the low level of digital service usage in the process indicator is influenced not only by the public's ability to operate technology, but also by the service process not being fully oriented to user needs. These results confirm that the success of e-governance implementation is determined not only by the system, but also by the perceived ease of the process by the public.

In the objectives and values indicator, this section evaluates the extent to which the objectives of e-governance implementation align with the benefits perceived by the public (Irawan, 2017). The research shows that Summersari Village has implemented digital-based population administration services to streamline services, increase effectiveness, and promote transparency. However, these goals have not been fully realized because the public still prefers direct interaction, which is perceived to provide explanations and guarantees of the process. As expressed by an informant,

"The main goal of digital services is to simplify service delivery" (Mr. H, Head of Administrative and Regulatory Affairs).

This situation demonstrates a discrepancy between the objectives of implementation and the experiences of the public as service users. Although government officials have provided digital services as a more effective means, these services have not been fully utilized

because the public has not experienced the promised benefits, transparency, and certainty. This leads to the primary choice remaining for direct services. The research results indicate that the issues in the objectives and values indicators do not stem from the implementation objectives, but rather from the lack of realization of the value of digital services in the public experience. This aligns with research by (Hooda et al., 2022), which revealed that the success of e-governance depends not only on the availability of digital services, but also on the extent to which these services are able to build public trust, offer ease of access, and deliver tangible benefits to encourage the public to maximize digital service use.

The staffing and skills indicator evaluates the readiness of staff to support e-governance implementation (Al Fikri & Pamungkas, 2024). Research shows that Summersari Village has strengthened staff capabilities through digital service training provided by the Population and Civil Registration Office (Dukcapil). However, this training was only conducted once, resulting in insufficient sustained staff skills development. As one informant stated, "There was only one training session for Integrated Service Posts (Posyandu) from Dukcapil" (Mr. H, Head of Administrative and Administrative Affairs).

This situation highlights a gap between training delivery and staff skills requirements for managing digital services. Although the government has provided support to increase capacity, staff skills still depend on a limited number of individuals, thus ensuring the utilization of digital services is not supported by an even distribution of human resources. Consequently, the quality of service and guidance provided to the public remains unstable. The research findings indicate that the barriers to e-governance implementation, in terms of workforce and skills indicators, lie not in the lack of training, but rather in the lack of ongoing staff skills development. This results in organizational capacity not fully supporting digital services. These findings align with Sagarik (2024), who emphasized the importance of continuous staff skills development in the implementation of e-government.

In the management and structures indicator, this section assesses the readiness of agency governance to support the implementation of e-governance (Christina Bagenda & MH, 2022). Research findings indicate that Summersari Village has developed digital population administration services, but lacks specific Standard Operating Procedures (SOPs) or a well-defined division of tasks. As expressed by the interviewees,

"The regulations for digital services are not yet visible" (Mr. J, Village Secretary) and "Whoever is free will implement them" (Mr. H, Head of Administration).

This situation indicates a misalignment between digital service provision and agency governance readiness. Although the government has provided digital service facilities, the operational structure still follows manual service methods, so digital services have not been integrated into the organization's work system. As a result, service delivery remains heavily dependent on certain employees, resulting in uneven service quality, and the public still requires guidance in accessing digital services. The research results indicate that low digital service usage is not only due to public literacy, but also due to the lack of adjustments in management systems and organizational structures to support the sustainable implementation of e-governance. This aligns with research conducted by Ramakrishnan et al., 2022, which revealed that the success of digital services depends not only on the presence or absence of systems but also requires organizational management, employee support, and service management that can produce quality service publications.

In the other resources indicator, this section assesses the adequacy of funding, facilities, and resource support for e-governance implementation (Irma et al., 2023). These findings

reveal that Summersari Village has provided basic facilities such as computers and service rooms to support digital-based population administration. However, budget limitations for infrastructure maintenance, device development, and outreach activities have resulted in digital services not being fully operational. As stated by informants,

"The most important thing is improving the telecommunications network" (Mr. T and Ms. D, residents).

This situation demonstrates a gap between the provision of facilities and the sustainability of resource support. Although the government has prepared digital service facilities, the existing resources cannot guarantee service stability, so the public still prefers to receive services in person. As a result, the digital service space is underutilized, and the goal of improving service efficiency is not met. Research findings indicate that a lack of resources not only hinders the Other Resources indicator but also exacerbates gaps in other ITPOSMO indicators, resulting in e-governance implementation remaining focused on digital service provision and not on comprehensive transformation of public services. This aligns with a study by Gil-Garcia & Flores-Zúñiga (2020), which demonstrated that success in digital transformation depends not only on technology availability but also on adequate resources, infrastructure support, and sustainable management to ensure optimal public utilization of digital services.

Analysis conducted using the ITPOSMO framework indicates that e-governance implementation in Summersari Village still faces a gap between design and reality. Although the government has provided various digital services such as the SID website, WhatsApp, computer devices, and collaboration with the Civil Registration Agency (Dukcapil), these facilities have not been optimally utilized due to gaps in the indicators of Information, Technology, Processes, Objectives and Values, Staffing and Skills, Management Systems and Structures, and Other Resources. Therefore, the development of an optimization strategy was formulated based on research findings by integrating e-governance strategies according to Vania (2021).

Optimization Strategy for E-Governance Implementation to Improve Public Services in Summersari Village, Sleman Regency

The socialization strategy is designed to bridge the gaps in the Information and Objectives and Values indicators. The outreach strategy focuses on addressing deficiencies in Processes, while improving human resource quality focuses on Staffing and Skills. Furthermore, the use of information technology will be more focused on Technology, while infrastructure development and governance strengthening aim to improve Management Systems and Structures, as well as Other Resources. In this way, the ITPOSMO framework helps identify problems in e-Governance implementation, while Vania's (2021) strategy serves as a guide for formulating solutions aligned with the research findings.

1. Socialization

Socialization aims to address deficiencies in the Information and Objectives and Values indicators. The research shows that village governments have offered various information channels, but the socialization has been short-lived, leaving the public unaware of the benefits or how to utilize digital services. This situation indicates that information delivery has not succeeded in building public trust in digital services. Therefore, socialization must be carried out continuously through neighborhood associations (RT/RW), the Family Welfare Movement (PKK), youth organizations (Karang Taruna), and village cadres to gradually develop digital

literacy. This approach aligns with Vania (2021), who highlighted that the socialization process is a crucial element in increasing community involvement in digital services. This is further supported by Rahman et al. (2026), who stated that ongoing socialization involving community participation plays a significant role in improving the community's understanding, skills, and utilization of digital technology.

2. Outreach Services

This strategy aims to address gaps in process indicators. Research shows that while the community does not reject the use of digital services, they still experience obstacles in following service procedures, preferring to visit the village office in person. These results indicate that digital services still require assisted digital service delivery. Therefore, an outreach strategy through the Padukuhan Digital Post or digital assistants is an appropriate choice because it can bridge the community's digital literacy limitations without diminishing the purpose of service digitalization. This is in line with research conducted by (Suwandi & Meirinawati, 2024) which revealed that success in digital services is not only determined by the existence of a system, but also by assistance to the community, simplification of service procedures, and an approach that focuses on user needs so that digital services are easier to access and utilize.

3. Improving Human Resource Quality

This strategy focuses on the Staffing and Skills indicator. Research shows that training for civil servants has not been implemented continuously, so digital service management remains highly dependent on a small number of employees who have a basic understanding of the system. This situation has the potential to hinder service continuity if staff changes occur. Therefore, regular capacity building through employee cross-skilling and increasing the digital literacy of the public is necessary to ensure balanced development for both service providers and users. This aligns with findings by Rohida et al. (2025), who revealed that strengthening human resource capacity through continuous training and guidance is a crucial element in supporting the success of digital transformation and improving the skills of employees and the public in maximizing technology use.

4. Utilization of Information Technology

This strategy addresses gaps in the technology indicator. Research shows that network and application issues make the public doubt their reliance on digital services. Therefore, technology optimization should not only focus on providing applications, but also on improving the user experience by simplifying interfaces, integrating systems, and providing service status notifications to increase public confidence throughout the service process. This aligns with research conducted by Mustanir & Rappang (2018), which states that the success of digital services is influenced not only by the availability of technology but also by system quality, ease of use, and user experience, which can increase trust and continuity in digital service use.

5. Technology Infrastructure Development

This strategy aims to improve management and structures, as well as other resource indicators. Research indicates that there are no specific regulations for digital services, the division of responsibilities remains flexible, and the existing budget allocation is inadequate. This situation illustrates that digital progress has not been accompanied by a corresponding organizational shift. Therefore, developing permanent regulations for digital services, clearly designating digital service managers, and increasing budget support are key steps to ensure

the successful and sustainable implementation of e-governance. This aligns with findings from (AN, 2025), which state that success in public sector digital transformation depends not only on the use of technology but also requires clear organizational governance, systematic division of responsibilities, resource support, and supportive regulations for digital services to function effectively and sustainably.

The findings of this study confirm Richard Heeks's (in Nafisah, 2023) view of the design-reality gap, which suggests that failure in e-governance implementation occurs when system design fails to incorporate the realities of the organization and society. These findings also align with those expressed by (Twizeyimana & Andersson, 2019), who state that the success of e-governance depends not only on technological accessibility but also on the level of public trust, organizational capability, and inclusiveness in services. Therefore, the optimization strategy developed in this study demonstrates a linear relationship between the problem, the ITPOSMO gap, and Vania's (2021) strategy as a solution for e-governance implementation in Summersari Village.

Conclusion

This study found that the implementation of E-Governance in population administration services in Summersari Village has been implemented through the provision of digital services, the Village Information System (SID) Website, WhatsApp services, and collaboration with the Population and Civil Registration Office of Sleman Regency. However, the utilization of digital services is still low, reaching only 20% for Family Card services and 25% for Death Certificate services during 2025. The findings of the study using the ITPOSMO framework show that the low utilization of digital services is not caused by public rejection of technology, but rather due to the design-reality gap in the instructions for Information, Technology, Processes, Staffing and Skills, Management Systems and Structures, and Other Resources. As a result of this gap, the implementation of E-Governance in Summersari Village is still dominated by the assisted digital services pattern, namely the community still requires assistance from officials in accessing services that are actually designed to be used independently. This study shows that the success of e-governance implementation at the village level is not only determined by the availability of technology, but also influenced by organizational readiness, apparatus capacity, governance quality, and the government's ability to build public trust in digital services. Furthermore, this study integrates the ITPOSMO framework as a tool to identify implementation gaps with the e-governance optimization strategy according to Vania (2021), resulting in a clearer relationship between problems, analysis, and resolution strategies. This study demonstrates that digital transformation in public services needs to be understood as a comprehensive organizational change, not just the provision of technology. Village governments need to strengthen institutional aspects, develop apparatus capacity, system quality, and community digital literacy so that digital services can be utilized independently, effectively, and sustainably. Based on these findings, this study recommends that village governments conduct ongoing outreach, provide community support services, improve staff competency through regular training, develop standard operating procedures (SOPs) specifically for digital services, strengthen coordination with the Sleman Regency Population and Civil Registration Office, improve the quality of internet networks and application systems, and expand collaboration with universities and Corporate Social Responsibility (CSR) programs to support digital infrastructure

development. These recommendations are expected to increase the utilization of digital services while realizing more effective, inclusive, and sustainable public services.

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