

Implementation of Digital Village in Totobo Village, Pomalaa District, Kolaka Regency

Anis Ribcalia Septiana¹, Lukiyanto Nento¹, Ahmad Farouq MZ¹

¹Universitas Sembilanbelas November Kolaka, Indonesia

Email: niest777@gmail.com

Abstract. *The purpose of this study is to find out how the implementation of Digital Village is in Totobo Village, Pomala District, Kolaka Regency. In the research conducted by the author using a Qualitative Research Method with a Descriptive Approach and Qualitative Case Study Research Type. The location of the research is in Totobo Village, Pomalaa District, Kolaka Regency. Informants in this study include the Village Apparatus and the Totobo Village Community. In collecting data, the author conducted Observations, Interviews and Documentation, which were then analyzed by reducing data, presenting data, then drawing conclusions in data analysis were also carried out when collecting data. Digital village is a concept that integrates the use of Information and Communication Technology in various aspects. In a study conducted by the Author in Totobo Village, Pomalaa District, Kolaka Regency, it was found that the implementation of Digital Village in terms of Communication, Resources, Disposition, Bureaucratic Structure has been going well but not yet fully optimal. The community, which previously received information manually, has been facilitated by the use of Digital media, in this case social media as a medium for delivering Village Information. The obstacles found were related to the network, Servers that hinder application access, Village Webs that have not been realized as a resource for information facilities related to village profiles and information that are needed and can be accessed by the public, there has been no Socialization of Digital-based Public Services to the community as a means of helping the community understand and use digital technology effectively.*

Keywords: *Implementation, DigitalVillage, Communication, Resources*

Received: June 10, 2025

Revised: July 18, 2025

Accepted: August 20, 2025

INTRODUCTION

According to Internet World Stat data (2018), starting in 2000, the growth of internet users increased by an average of around 2% of the world's population, followed by an increase of almost 60 times in 2008. Meanwhile, in 2021 it has increased hundreds of times from previous years, but ironically not all people can access the internet due to the gap in information technology infrastructure. Digitalization has the potential to have a significant impact on rural governance in terms of access to essential services, economic development, and environmental sustainability (Ulya, 2020).

However, to fully exploit the potential of digitalization in rural areas, targeted policies and support mechanisms must be developed to address the challenges and barriers faced by rural communities in adopting digital technology and services. Digital public services in the era of the industrial revolution 4.0 are a necessity. According Buchari (2016), The concept of digital public services leads to the principles of effectiveness and efficiency. Effective means doing something right while efficient means doing something right.

Digital public services are expected to provide convenience for anyone who needs access. Previous research results in Tirawuta Village, Tirawuta District found that currently developing technology and information such as artificial intelligence, cellular autonomy, and the internet have a very large influence on human life, especially in terms of how to think and behave. Public services are currently required to be able to keep up with user demand, in this case the community (Agusman et al., 2023). The rapid development of technology makes it a necessity as well as a challenge for village officials, to be more competent.

Villages or sub-districts that carry out digital transformation are considered to be able to help realize a smart government/state (Miharja et al., 2023; Shen & Shen, 2018). Based on previous research conducted in Wuloggere Village, Polinggona District, it was found that most village officials and the community were still digitally illiterate, as indicated by the large number of village officials who were unable to use digital media to support their performance (Septiana et al., 2022). In other words, village officials are still unable to utilize technology in the implementation of digital villages.

This shows that although Kolaka Regency has launched a digital village program in several villages in its area since 2015, in reality there are still many who are digitally illiterate. Rural communities face a number of challenges and barriers in adopting digital technology and services, including poor infrastructure, low levels of digital literacy, financial constraints, lack of a holistic policy framework and targeted support, geographic isolation, and an aging population. To fully exploit the potential of digitalization in rural governance, targeted policies and support mechanisms must be developed to address the challenges and barriers faced by rural communities in adopting digital technology and services (Djatkiko et al., 2025; Sindakis & Showkat, 2024).

The concept of "digital village" refers to the use of ICT to drive digital transformation at the village or sub-district level. The goal is to use technology to provide access, improve quality of life, and strengthen community empowerment in rural areas (Siswanto, 2023). Digital villages are a government program that is planned and prepared in detail in Law Number 3 of 2024 concerning the Second Amendment to Law Number 6 of 2014 concerning Villages. Article 86 paragraphs 1-6 states (1) Villages have the right to access information through the Village information system developed by the Regency/City Regional Government (2) The Government and Regional Government are required to develop a Village information system and Rural Area development (3) The Village information system as referred to in paragraph (2) includes hardware and software facilities, networks, and human resources. The Village information system as referred to in paragraph (2) includes Village data, Village Development data, Rural Areas, and other information related to Village Development and Rural Area development. (5) The Village information system as referred to in paragraph (2) is managed by the Village Government and can be accessed by the local Village community. (6) The Regency/City Regional Government provides information on district/city development planning for the Village.

In addition, the use of information and communication technology is also supported in Presidential Regulation (Perpres) Number 95 of 2018 concerning the Electronic-Based Government System, then there is also the Regulation of the Minister of Villages, Development of Disadvantaged Regions and Transmigration of the Republic of Indonesia Number 2 of 2024 concerning Operational Instructions for the Focus of Use of Village Funds in 2025, then again in the Regional Regulation (Perda) of Southeast Sulawesi Province Number 2 of 2020 concerning the Implementation of an Electronic-Based Government System, and in the Regent Regulation (Regent Regulation) of Kolaka Regency Number 29 of 2023 concerning Amendments to Regent Regulation Number 49 of 2022 concerning the Implementation of Electronic-Based Government Systems in the Kolaka Regency Regional Government Environment.

Based on previous research entitled Digitalization of Public Services in Palewai Village with Village Information Systems. conducted at the Palewai Village Head's Office, it was found that currently the processing of population data is carried out manually, thus slowing down the

performance of the office. The population data storage media still uses physical documents so that it is susceptible to damage and data loss, and there is often duplication of population data due to the absence of data collection in a computerized database (Arman, 2017; Estevani et al., 2023). Furthermore, the absence of a population information system to manage and present information and reports according to the needs of the Palewai Village Head's Office has resulted in the suboptimal implementation of public services in the office.

Mäkinen (2006) said that, the concept of a digital village has elements of community empowerment and information technology that will provide benefits to increasing community participation and openness due to easy digital access to aspects of rural social life. Thus, rural digitalization can be said as an effort for village communities to empower the potentials that exist in rural areas, both natural resources, human resources, production factors, knowledge through digital technology to overcome the limitations that exist in rural areas. The results of the study by Fardani, et al (2021) entitled Digital Village Program in Indonesia.

Explains that "The development of a digital village program is a solution to solving problems through digital-based information system and access provision facilities (Syafeie & Azmi, 2025; Oktarina et al., 2024). The development of digital villages uses the concept of empowerment by involving active community participation in order to facilitate and facilitate all community activity needs, so that they can develop the potentials that exist in the Village. In the Oneeha Village Website, Tanggetada District, Kolaka Regency, it explains Explore the Village Through this website you can explore everything related to the Village. Aspects of government, population, demographics, Village potential, and also news about the Village. Laramo Village, Lembo District, North Konawe Regency, Southeast Sulawesi Province, is a pilot village for the village innovation program from BRIN.

One of the programs in the innovation village is the smart economy program. One of the village innovation activities related to the smart economy is the digitalization of the preparation of BUM Desa financial reports. BRIN (National Research and Innovation Agency) in collaboration with PKN STAN (State Finance Polytechnic STAN) and the North Konawe Regency Government held an activity entitled digitalization of the preparation of BUM Desa financial reports (desa-laramo.sideku, 2023). Totobo Village is one of the villages in Pomala District, Kolaka Regency, Southeast Sulawesi Province that has implemented a digital village policy program, where based on initial observations made by the author through one of the village officials, it is known that Totobo Village has implemented the policy program since 2015.

The obstacles to implementing digital villages in Totobo Village are that the application server sometimes experiences errors so that it sometimes hinders access to applications in Totobo. In observations and interviews conducted again by the author, it is known that Totobo Village has used a work plan platform or digital program as a medium to introduce rural areas, as well as other information related to village development and rural area development. The digital media used uses social media applications, namely Facebook, Instagram, WhatsApp, and YouTube. In implementing digital villages, Totobo village officials have also used and received training related to applications that have been integrated from the government, the names of the applications are Simadu/Sipadu (population data collection), Sipades (village assets), Prodeskel (village profile), Siskuedes (Finance), Epdeskel (Planning) and Sdgs (Village development) where this application is updated annually.

Based on the results of these observations, the implementation of digital villages in Totobo Village, Pomalaa District, Kolaka Regency has been running well but has not been fully optimal. The problems faced are as follows: (1) Networks and Servers that hinder application access; (2) The village Web design has not been realized because no one has designed it and there are still many that are more prioritized; (3) there is no Jobdes that regulates finances; (4) The Totobo community has never received digital-based public service training; (5) village information via social media on YouTube is not up to date (6) and the applications used can only be accessed by related officers. This is an obstacle that exists in Totobo Village in implementing

the digital village policy. Based on the problems above, the author is interested in conducting a study entitled Implementation of Digital Villages in Totobo Village, Pomala District, Kolaka Regency, Southeast Sulawesi Province.

METHODS

In this study, the author uses a qualitative method with a descriptive case study qualitative research type. Qualitative research is a study that functions to investigate, find, describe and provide an explanation of the quality and characteristics of a social influence that cannot be explained, measured or described through a quantitative approach. So it can be concluded that the definition of a qualitative method is research that is used to understand, describe, and provide an explanation of social phenomena about what is faced by the research subject, and with a description in the form of words and language that cannot be measured through a quantitative approach. In this study, the author uses a descriptive approach. "According to Nazir, the descriptive method is a method of examining the status of a group of people, an object, a condition, a system of thought or a class of events in the present, with the aim of making a description, picture or painting systematically, factually and between the phenomena being investigated". Characteristics of qualitative research according to Bogdan and Taylor (in Moleong) define qualitative methods as research procedures that produce descriptive data in the form of written words spoken by people and observable behavior. Kirk and Miller (in Moleong) define that qualitative research is a particular tradition in social science that fundamentally depends on observations of humans both in their area and in their terms. Meanwhile, Sugiyono (2018) states that qualitative methods are research methods based on the philosophy of postpositivism, used to research natural objects, where researchers are key instruments, data source sampling is carried out purposively and snowball, triangulation research techniques (combined), data analysis is inductive/qualitative, and qualitative research results emphasize meaning more than generalization.

In addition to the definitions above, there are other definitions of qualitative research such as those put forward by David Williams (in Moleong) that qualitative research is the collection of data in a natural setting, using natural methods, and carried out by researchers who are naturally interested. This definition clearly illustrates that qualitative research. According to Sugiyono (2018) the research location is a place where the social situation will be studied. For example, in schools, companies, government institutions, roads, houses, markets and others. The research location is determined by considering the suitability of the field with the reality in the field as well as information from the community and local officials, in addition to that the determination of the location also takes into account the geographical limitations, time, costs, and energy required by the researcher. So the researcher took this research by selecting from several nearby villages that have implemented digital villages, namely Totobo Village, Pomala District, Kolaka Regency. Totobo Village was chosen because in this study the researcher considered several aspects. First, Totobo Village, Pomala District, Kolaka Regency is one of the villages that has implemented a digital village policy since 2015. Second, based on information from neighboring village officials, Totobo Village has previously conducted training related to digitalization. According to Sulfiani (2021) and Cossham & Johanson (2019) "key informants or research informants are people who are used to provide information about the situation and conditions of the research background and are people who really know the problems to be studied. Informants are obliged to voluntarily become members of the research team even though they are only informal. As a team member with his kindness and with his willingness he can provide an insider's perspective on the values, attitudes, and processes that are the background of the research". Based on the explanation above, it can be concluded that the definition of key informants in qualitative research is informants who can help researchers in research who master and understand information about the object being studied so that in a relatively short time a lot of information is captured or obtained by researchers. The informants in this study were the apparatus and the people of Totobo village who were considered to know the progress in implementing the digital village.

Data Analysis Techniques

According to Sugiyono (2018), data analysis is the process of systematically searching for and compiling data obtained from interviews, field notes, and documentation. This process is carried out by organizing data into categories, describing them into units, synthesizing, compiling them into patterns, choosing which ones are important and worth studying, and drawing conclusions so that the data is easily understood by oneself and others. In this study, the author uses qualitative data analysis techniques which are carried out by describing the situation or conditions being studied in the form of narrative descriptions. The data analysis technique used refers to the Miles and Huberman model. According to Miles and Huberman in Sugiyono's book (2018), qualitative data analysis is carried out during the data collection process and after data collection is completed within a certain period. Activities in qualitative data analysis are carried out interactively and continuously until the data is considered saturated. The Miles and Huberman model consists of several stages. First, the data collection stage, which is the process of collecting all relevant data for research, either through surveys, interviews, observations, documentation, and so on. Second, the data reduction stage. According to Sugiyono (2018), data reduction is the process of summarizing, selecting the main points, focusing on important things that are in accordance with the research topic, and looking for themes and patterns. This process aims to provide a clearer picture and facilitate further data collection, while still adhering to the research objectives that have been set. The third stage is data presentation. After the data is reduced, the data is presented so that it can be organized and arranged in an easy-to-understand relationship pattern. In qualitative research, data presentation can be done through tables, graphs, flowcharts, pictograms, and other visual forms, but the most commonly used is the presentation of data in the form of narrative text. This data presentation aims to make the relationship between categories visible and the data easier to analyze. Finally, the fourth stage is drawing conclusions. Conclusions in qualitative research are new findings that have never existed before, which can be in the form of a description or picture of an object that was originally unclear but became clearer after the research was conducted. The theoretical basis acts as a guide so that the focus of the research remains relevant and in accordance with the facts in the field.

RESULTS AND DISCUSSION

Communication

Communication is the process of interaction in conveying information from the information provider to the information recipient, which aims to provide ease in understanding the message conveyed. In implementing digital villages, the Government and Regional Governments need to communicate with the Village Government as the implementer of a policy, so that it can be understood. The government's efforts to reduce the information gap between urban and rural areas, have created a policy, namely the digital village program which is stated in Law No. 3 of 2024 concerning the second amendment to Law No. 6 of 2014 in Article 86 paragraphs 1-6 concerning the development of village information systems. Other regulations that support the implementation of digital villages include Presidential Regulation (Perpres) Number 95 of 2018 concerning Electronic-Based Government Systems, then there is also the Regulation of the Minister of Villages, Development of Disadvantaged Regions and Transmigration of the Republic of Indonesia Number 2 of 2024 concerning Operational Instructions for the Focus of Village Fund Use in 2025, then again in the Regional Regulation (Perda) of Southeast Sulawesi Province Number 2 of 2020 concerning the Implementation of Electronic-Based Government Systems, and in the Regent Regulation (Perbup) of Kolaka Regency Number 29 of 2023 concerning Amendments to Regent Regulation Number 49 of 2022 concerning the Implementation of Electronic-Based Government Systems in the Kolaka Regency Regional Government Environment. The above is a form of communication from the government, where in the legal principle *Fixsi* assumes that when a statutory regulation has been enacted, at that time everyone is considered to know. In the implementation of the digital village, the Totobo village government has also implemented it since 2015. Based on the above, the author conducted

an interview with the Totobo village apparatus, in this case Mr. IM 41 years old as the chairman of the BPD said that:

"Communication can be in the form of Regional Regulations as a form of follow-up to laws or policies that have been established as we know in the legal principles that if a law has been established, then whether we know it or not, everyone is obliged to implement it. So there should be a follow-up to this regulation, let's check together if there are any regulations? Well, there is Regent Regulation Number 49 of 2022 concerning the Implementation of an Electronic-Based Government System in the Kolaka Regency Regional Government Environment. So the Regional Government and Village Government have communicated both through policies that have been established, and in the form of socialization to village officials and the community. There are also other activities and in village deliberations, so it is through these activities that information regarding the village and the digitalization in question is conveyed". In addition, in the interview conducted by the author with the Secretary of DPMD in this case Mr. RH. also said that communication is always carried out with the Village Government, both in the form of direct direction and through the Regional Government group. "(Interview, February 18, 2025).

Based on the interview results above, Mr. BH 40 years old as the Totobo Village Apparatus in the Welfare Section also added that:

"In the implementation of the digital village, the Totobo Village Government has used and received socialization and special training related to the use of the application. This integrated application training needs to be done because every year this application is also updated. Regarding communication to the community, we have often done it, in the form of socialization and in other activities, but not in socialization with a special digitalization theme but in socialization such as health, other activities, and in the Village Deliberation we conveyed the relationship to digitalization, only related to the Public Service Socialization that is meant that we have not received it". In the interview conducted by the author regarding the use of the integrated application, Mr. RH. Also said that, "In the Village Community Empowerment Service, there are many applications aimed at the Village Government, for example, the Siskuedes application is intended to assist the Village Government in conducting financial reporting. Starting from planning to reporting Accountability. The Regulations related to the use of the Siskuedes application are regulated in the Regulation of the Minister of Home Affairs (Permendagri) Number 20 of 2018 concerning Village Financial Management. And this application has been implemented since 2020". (Interview, February 18, 2025).

Based on the Author's interview regarding Communication, the same thing was also conveyed by Mrs. He, 40 years old, who said that:

"For socialization, we usually participate, depending on the information in the group, there is also a Village Deliberation, such as recently there was a socialization related to health, there is also from the DPRD. For information, we are usually informed in the group depending on the existing groups because there are many groups, there are also via Facebook. For socialization of Public Services such as the existence of a village website, we have not received it yet". (Interview, February 19, 2025).

From the three interviews above, the author concludes that regarding the Digital Village, the Regional Government has communicated well to the Village Government and the community. Where communication has been very clearly conveyed in the form of regulations, in the form of socialization, and in other activities such as Village Deliberations. Regarding socialization, Mr. MD 43 years old also said that:

"We usually participate in socialization in the village, it is also conveyed through the group, if there are other activities, it is also conveyed through the group, for digitalization it is only

conveyed through the group and for public service information such as the website, we have never received it." (Interview, March 7, 2025).

The Totobo Village Government in implementing the Digital Village has been consistent and even tried to improve it, both in terms of service and in providing information. The same thing was also expressed by Mrs. Id 45 years old as the Secretary of Totobo Village who said:

"The Totobo Village Government has been consistent, as long as it is for better village development, we are definitely consistent, such as in the use of this application, we are consistent in using it according to the directions given to us, even when we don't know we coordinate again through the group what things need to be entered in inputting data into the application, and in community services we are also very consistent in trying to improve it again, such as when there is a need from the community that is not yet in the village, we try to make it, we look for an example on Google so that in terms of digitalization we are very consistent. We also convey information through existing groups, such as if there is a letter, we just take a photo of it and we also convey it in the group". (Interview, March 7, 2025)

This was expressed by Mrs. As, 43 years old, as a member of the community, who said:

"Information is conveyed through groups so it is easier for us to know information, compared to previous years when it was only conveyed through letters. If we compare it to now, it is better now because it is no longer only through letters but also through groups. So there is indeed an improvement that I see." (Interview, February 19, 2025)

The Village Government strives to remain consistent in implementing digital villages through existing directives and in services, and through applications developed by the government, it is also a supporting facility to further support the achievement of digital village implementation. In an interview conducted by the author with Mrs. AM 32 years old as the Head of Planning and application operator, she said that:

"In supporting the implementation of the Digital Village, we have also been consistent and very consistent through the direction of information conveyed in the government group, in using the application we also always coordinate through the group, so that if there is something we don't understand we ask through the group. So through coordination and communication, that is our consistent form so that we can better understand the application we use". (Interview, February 28, 2025).

Resource

Resources are important in the successful implementation of policies. Resources here relate to all sources that can be used to support the successful implementation of digital villages. In supporting the achievement of the digital village program, the Totobo Village Government already has resources that can support the achievement of the implementation of digital villages in terms of human resources, finance, and facilities. Human resources in the village apparatus, both in terms of education, understanding, quality, and the ability of the apparatus are also capable and meet the criteria to achieve the implementation of the digital village program.

This is also in line with what was conveyed by Mr. IM 41 years that:

"The existing village apparatus is very good, why is that, because we can see from the educational aspect, on average they are already graduates, then again from their abilities, their understanding can operate computers and understand digitalization. For the village apparatus, there are also operators of applications, there are one person and two applications in his hands". (Interview, February 18, 2025)

In order to find more information related to resources, the author conducted interviews with the community, in this case Mrs. As, 43 years old, said that;

"If I look at it from the past to now, it's better now because the information is already through WhatsApp groups and also on Facebook so it's easier for us to get information. For the website, there is no one yet, only through WhatsApp groups and Facebook is still limited to social media". (Interview, February 19, 2025)

The same thing was also conveyed by Mr. BH 40 years old as Head of Welfare of Totobo Village, saying that:

"For information to the public, we also provide information on Facebook social media, which I also happened to create, called Pemdes Totobo, then for other applications, each also has an operator according to their field, one operator has two applications that he holds". (Interview, February 18, 2025)

In the implementation of digital villages, it is not only supported by human resources but also a budget is needed. Totobo Village in supporting the implementation of digital villages, receives a budget sourced from the Regional Government Village Fund Allocation and Village Funds from the Center. This is also supported by the Regulation of the Minister of Villages Number 2 of 2024 concerning Operational Instructions for the Focus of Village Fund Use in 2025. One aspect of the focus of village fund use in 2025 is the Utilization of Technology and Information in the Implementation of Digital Villages, which is to encourage the use of technology and to facilitate access to information and public services. In an interview conducted by the author with Mr. IM 41 years old on February 18, he also said that:

"To support the implementation of digital villages, the budget obtained comes from Village Fund Allocations from the Regional Government and Village Funds provided by the Central Government. For more detailed information, we can ask the village treasurer."

To find further information, the author conducted an interview with Mrs. Da, 36 years old, the treasurer and operator of the Siskuedes and Sipades applications, who said that:

"For our village funding sources, they come from ADD from the Regional Government and Village Funds, DD from the Central Government. For the source of funds for the application that we use, it comes from the Government, in this case the Ministry of Home Affairs, which through the Regional Government is conveyed to us for use, there are no funds for using this application except for training". (Interview, February 18, 2025)

In supporting the implementation of Digital Village in Totobo Village, the Village Government has used an integrated Application and has participated in training. The contribution from the village is around five to six million for training rather than the application used. This was also conveyed by Mrs. Id 45 years old as the Secretary of Totobo Village who said that:

"To support village government, our funding source comes from the Village Fund from the Regional Government, and the Village Fund Allocation from the Central Government. Then for application training, we from the village government also have a contribution, the value is around five to six million". (Interview, March 7, 2025)

In addition to Human and Financial Resources, good facility resources are also needed as a media tool used to support the implementation of Digital Village. The Village Government in an effort to improve the implementation of Digital Village has used supporting facilities related to digitalization in this case, the availability of hardware, software, networks, and other digital media such as cellphones, cellular data, and Wifi.

To find out more information, the author conducted an interview with Mrs. Ha 34 years old as the Head of Service who said that:

"In providing services, we have used computer media, printers and for other information needs, it can be done by telephone directly in person and sometimes the community just has to tell us what is needed and we also try to do it for the needs of the community". (Interview, March 7, 2025)

The results of the interview with Mrs. Id, 45 years old, also said that:

"We already have computers here, even before I came in, we already had them, to support digitalization, we also have a wifi network, each community also has its own wifi. Then again, we convey our information media through groups. Sometimes you can also call directly, we still serve, we try to do what the community needs as long as it is for better governance, why not. Then again, we have also planned to create a village website every year, we budget for it, but until now it has not been realized because there are obstacles, one of which is that there are still some that we prioritize". (Interview, March 7, 2025)

In addition to computers and networks and social media applications, there are also applications developed by the government for the Village Government as supporting facilities in the implementation of the Digital Village. The government through existing institutions such as the Financial and Development Supervisory Agency (BPKP) has developed several applications that can be used by Village Apparatus, where these applications are integrated, so that they can make it easier for Village Apparatus to report and in Village Government affairs. The Totobo Village Government has used the application developed by the Government, in addition, it has also received socialization and training related to the use of the application. The same thing was also expressed by Mrs. Da 36 years old as the Operator of the application, saying that:

"It is true that we have used the existing application, each application has an operator according to their field, I myself am the operator of the Siskuedes application and the Sipades application. In using this application, socialization and training have also been carried out, thank God with this application we feel helped, it is easier to report, we no longer have to go to the district office, before we used this application we had to go to the district office to report". (Interview, February 18, 2025)

The same thing was also expressed by Mrs. AM 32 years old as the operator of the application, saying that;

"Yes, it's true that we have participated in the socialization regarding the application, then there is also training, I myself serve as the operator of the Epdeskel and sDGS applications. Alhamdulillah, with the application we feel very helped, besides that it is also easier to input the required data, as well as other data, the most obstacle is that the network sometimes cannot be opened. " (Interview, February 18, 2025)

The above was also expressed by Mr. AM 40 years old as the operator of the Simadu/Sipadu application, saying that:

"Just as Mrs. DA and Mrs. AM have said, it is true that we have participated in the socialization and training for this application. In addition, this application is also updated every year, the obstacles we experience are sometimes network or server problems from the application alone. Sometimes the loading is slow to open so you have to wait a few minutes". (Interview, February 18, 2025).

Disposition

Disposition is the attitude or character of the policy implementer. Honesty and high commitment are needed in everyday life. As the implementer of a policy, an attitude of honesty and commitment need to be applied so that what has been determined can be implemented in accordance with the aspirations that have been outlined. Zickfeld et al. (2024) and Geurts (2019) said that, Communication and action are forms of honesty which if done seriously, this is also a form of commitment. The Totobo Village Government, as a form of seriousness in implementing a digital village, continues to strive to make improvements both in communication with the regional government and the community, and in providing services to the community, the apparatus has committed and continues to improve its quality for better governance. The same thing was expressed by Mrs. Id 45 years old as the Secretary of Totobo Village, saying that:

"The attitude of the village officials has been very good, we also continue to be committed. The commitment is certainly for the improvement of the village to be even better, in our services we try our best, if there are people who need something and it doesn't exist yet, we try to make it, such as in making letters if there is no format, we try, because now in the era of technology it is easier for us to search on Google. As long as it is for the needs of the community and does not violate the rules, we will continue to try. That is also our consistent form for the needs of the community, even our village neighbors continue to serve". (Interview, March 7, 2025)

The same thing was also expressed by Mr. IM 41 years old who said that:

"The village apparatus is very committed, even trying harder for the interests of the community, in services through the government, we hope that in the future, if possible, one example is that the community no longer needs to take care of their KTP at the Population and Civil Registration Service, but if possible, directly in the village so that it makes it easier for the community. Then again, information is usually conveyed through groups and there is an information board that is installed on the billboard in front of the village office fence as a form of openness of information". (Interview, February 18, 2025)

To find more information, the author also conducted interviews with the community, in this case Mr. MD 43 years old said that:

"The village government is very good, their attitude is good, for the information we get it is through groups so it is easier than before, there is also openness of information to the community both through groups and village information boards". (Interview, March 7, 2025)

The same thing was also expressed by Mrs. He 40 years old who said that:

"The Totobo village government is currently good, both in terms of attitude, commitment, and in openness of information to the community. I think it is good, even extraordinary, in terms of digitalization there has been an increase, especially now that technology is getting more sophisticated, it can be easier to convey information". (Interview, February 18, 2025).

Bureaucratic Structure

The bureaucratic structure is an organizational structure that has a structured division of labor starting from the top level to the bottom (Devi et al., 2023; Vanthica et al., 2025; Muksin et al., 2023). The organizational structure also has a significant influence on policy implementation. This organizational structure encompasses two things, namely the mechanism and the bureaucratic structure itself. The Totobo Village Government in implementing the Digital Village policy is guided by the policies that have been set, through the directions conveyed in the Regional Government group and other groups, and in terms of bureaucracy itself it is relatively easy and not complicated or prolonged.

The same thing was also conveyed by Mr. IM 41 years old as the chairman of the BPD, saying that:

"As previously stated, the Totobo Village Government in implementing the Digital Village is guided by existing regulations. Through good direction from the Central Government and then follow-up from the Regional Government, there is usually, such as in the Regent's regulation policy that was conveyed earlier, regarding the direction of Electronic-Based Government in the scope of the Kolaka Regency government, then again for the authority of the village apparatus, it is regulated in the Regulation of the Minister of Home Affairs.

In addition to Mr. IM, this was also conveyed by Mrs. Id 45 years old as the Secretary of Totobo Village who said that:

"The Totobo Village Government in carrying out its duties, we are guided by the rules, directions both from those conveyed by the village head and information in the Regional

Government group, and the directions are conveyed in the group, so we see it in the group, such as in the use of the application, it is conveyed in the group too, so there is a reference. (Interview, March 7, 2025)

Likewise, the results of the interview conveyed by Mrs. AM 32 years old said that:

"We also use the application based on the references provided in the Government group, so we don't just use it. For the Siskuedes application, yesterday we also conducted socialization and training at Sutan Raja. So with this application we feel helped, it can be easier to report, no longer have to go to the district office. However, for the results of this report we also print and immediately give it to the Regency government. This means it is easier, where previously we had to go to the sub-district office to be checked and then go to the district office again so it was a bit complicated, after there was an application that we used like Siskuedes it became easier and easier". (Interview, February 28, 2025)

In an interview with Mr. BH 40 Years as the Head of Totobo Village for Welfare Section, he also said that:

"The application used in the village is from the government since 2017, we have been using it, such as Siskuedes through the Government of the Minister of Villages or the Ministry of Home Affairs and other applications that we use are also from the government. (Interview, March 7, 2025).

Discussion

Basis of Digital Village Research

In conducting the research, the author refers to Law No. 3 of 2024 concerning the second amendment to Law Number 6 of 2014 in Article 86 paragraphs 1-6 concerning the development of village information systems. Presidential Regulation (Perpres) Number 95 of 2018 concerning the Electronic-Based Government System, then there is also the Regulation of the Minister of Villages, Development of Disadvantaged Regions and Transmigration of the Republic of Indonesia Number 2 of 2024 concerning Operational Instructions for the Focus of Village Fund Use in 2025, then again in the Regional Regulation (Perda) of Southeast Sulawesi Province Number 2 of 2020 concerning the Implementation of an Electronic-Based Government System, and in the Regent Regulation (Perbup) of Kolaka Regency Number 29 of 2023 concerning Amendments to the Regent Regulation Number 49 of 2022 concerning the Implementation of an Electronic-Based Government System in the Kolaka Regency Regional Government Environment.

Theoretical Basis of Research

In this study, the author uses the theory of George Edward in Widodo (2011) with indicators, Communication, Resources, Disposition, and Bureaucratic Structure. The focus of this study is How to Implement Digital Villages in Totobo Village. In terms of communication, the Government and Regional Government have communicated both to the Village Government as the policy implementer and to the community as the target of the Digital Village policy. The form of communication carried out by the Government through the Regional Government to the Village Government is in the form of Laws, and in other forms of policies such as in Regent Regulation Number 49 of 2022 concerning the Implementation of Electronic-Based Government Systems in the Kolaka Regency Regional Government Environment, and in the form of socialization and in the form of activities carried out in Totobo Village. In an effort to support the implementation of Digital Villages, the Government has developed an integrated application for the Village Government. The Totobo Village apparatus in implementing Digital Villages has used several applications that have been developed such as Siskuedes so that Village apparatus are easier and more efficient in reporting finances.

In the research conducted by the author, it was found that the Government through the Regional Government has conducted communication that focuses on the Village Government, in the form of socialization and training related to the use of applications. The applications that have

been used in Totobo Village are the Simadu/Sipadu application (population data collection), Sipades (village assets), Prodeskel (village profile), Siskuedes (Finance), Epdeskel (Planning) and Sdgs (Village development). The results of the research conducted by the author explain that socialization and training related to applications are not intended for the Community, but are only intended for village officials to facilitate reporting and inputting data related to Village information. The Totobo Village Government in implementing the Digital Village seeks to improve services to the community. One of the efforts made is by using social media, through groups, as a medium for delivering information so that the community can find out information more quickly, and through other digital media such as Google to search for references if the data needed by the community is not yet available at the Village Office. This is a form of Consistency of Village officials in implementing the Digital Village.

Communication

The Digital Village Program is stated in Law Number 3 of 2024 in Article 86 paragraphs 1-6 concerning the Development of Village Information Systems, also supported by Presidential Regulation Number 95 of 2018 concerning the Electronic-Based Government System, then there is also the Regulation of the Minister of Villages, Development of Disadvantaged Regions and Transmigration of the Republic of Indonesia Number 2 of 2024 concerning Operational Instructions for the Focus of the Use of Village Funds in 2025, then again in the Regional Regulation (Perda) of Southeast Sulawesi Province Number 2 of 2020 concerning the Implementation of an Electronic-Based Government System. In an effort to support the implementation of Digital Villages within the Kolaka Regency Government, the Government through Regent Regulation Number 29 of 2023 communicates to implement electronic-based government (SPBE). This SPBE includes the application of Information and Communication Technology in Government including in Villages. where the Digital Village is part of SPBE, because villages need to utilize technology to provide more efficient and transparent public services. Communication in policy implementation includes several important dimensions, namely information transformation (transmission), information clarity (clarity) and information consistency (consistency). The transformation dimension requires that information is not only conveyed to policy implementers but also to target groups and related parties.

The clarity dimension requires that information is clear and easy to understand, in addition to avoiding misinterpretation from policy implementers, target groups and parties related to policy implementation (Spillane et al., 2002). While the consistency dimension requires that the information conveyed must be consistent so as not to cause confusion for policy implementers, target groups and related parties. The results of the author's research related to communication in the aspect of information transmission from the Government, Regional Government to village governments and the community have been implemented well but need to be improved again in the special socialization of public service digitalization, as evidenced by the existence of policy regulations that support the implementation of digital villages, both from the Law to the Kolaka Regent Regulation. Apart from written communication, communication is also carried out in the form of Socialization and training for village officials regarding applications, and is also conveyed to the community in relation to digitalization in village deliberation activities. The results of the author's research related to communication in terms of clarity of information have also been implemented well, as evidenced by the existing policy basis and in the socialization carried out, and in the information provided through the group. Research results related to communication from the Consistency dimension, have also been implemented well, as evidenced by the policies and directions conveyed through the group, the village government.

And through the efforts of the Village Apparatus in improving services to the community through the use of technology. Based on the results of the research conducted, the author concludes that the Communication carried out in relation to the Implementation of Digital Villages in Totobo Village, the Government has communicated through Regent Regulation Number 29 of 2023 concerning SPBE within the scope of the Kolaka Regency Government, as well as through the Regional Government in this case the Village Community Government Service

(DPMD) provides instructions related to the use of integrated applications for use in village government, in order to facilitate village officials in improving the quality of service, as well as in more effective data management. The communication referred to in relation to resources is instructions and training conveyed to Human Resources in this case the village apparatus as operators to use facilities in this case the integrated application. In addition, the Village Government also communicates with the community through socialization, village deliberation activities and other activities. As for the relationship with resources, namely information is conveyed using facilities in this case social media to improve access to information, promotion, and economic development.

Resource

Resources play an important role in policy implementation, this means that, no matter how clear and consistent the provisions and rules are and no matter how accurate the delivery of the provisions or rules is, if the policy implementers responsible for implementing the policy do not have the resources to implement the policy effectively, then the implementation of the policy will not be effective. Resources here relate to all sources that can be used to support the success of policy implementation. These resources include human resources, budget, and facilities. In supporting the achievement of the digital village program, the Totobo Village Government already has resources that can support the achievement of the implementation of the digital village both in terms of HR, Finance, and Facilities. Human Resources in the village apparatus, both in terms of education, understanding, quality, and the ability of the apparatus are also capable and meet the criteria to achieve the implementation of the digital village program (Ma'ruf et al., 2023; Susilowati et al., 2025). In the implementation of the Digital Village in Totobo Village, the village apparatus continues to improve the Resources that can support the achievement of the program. The existing resources include Human Resources in improving capabilities, services. Funding sources through the village government continue to budget related to the Village web program, and improve facilities in providing information through digital media. The results of the research conducted by the Author regarding Human Resources in Totobo Village in implementing the Digital Village program are Good and supportive. Proven by the level of education of Village Officials, some of whom are already Bachelor's degrees and from the ability and understanding in operating digital devices. The results of the research conducted by the Author regarding Funding sources in supporting digital villages are good, as evidenced by Funding sources originating from Village Fund Allocations, and Village Funds.

Even better because it is supported by the Regulation of the Minister of Villages, Development of Disadvantaged Regions and Transmigration of the Republic of Indonesia Number 2 of 2024 concerning Operational Instructions for the Focus of Use of Village Funds in 2025, one aspect of this policy is through Village Funds supporting the implementation of Digital Villages. The results of the Author's research related to facilities in supporting the implementation of Digital Villages are Good but not optimal. It is said to be Good because with the availability of digital devices in this case Computers, printers, supporting applications in the Village administration process, wifi networks, cellphones, cellular data and social media as a medium for delivering information. In the research conducted related to facilities to support digitalization is not optimal because the application used by the village apparatus sometimes experiences errors caused by the server, and the Village web program has not been realized as a means of promoting village products, Village profiles, transparency, public accountability and media to convey other information to the community and the public. Based on the results of the study, the author concludes that resources in Totobo Village already have human resources as implementers of the policy of using integrated application facilities. The policy is related to the Bureaucratic structure which is the basic form of forming SOPs used to assist village apparatus in understanding and carrying out tasks according to existing standards and directions. In addition, with the integrated application facilities used by village apparatus, the bureaucratic structure that before using digital media needed to go through a long stage. After using the integrated application, the bureaucracy that the village apparatus goes through is no longer through prolonged bureaucracy.

The financial resources are supported through the Allocation of Village Funds from the APBD and Village Funds from the APBN.

Disposition

Behavioral tendencies or characteristics of policy implementers play an important role in realizing policy implementation that is in accordance with the objectives or targets (Schofield, 2001). Important characters that must be possessed by policy implementers include honesty and high commitment. Honesty directs implementers to remain within the program's expectations that have been outlined, while high commitment from policy implementers will make them always enthusiastic in carrying out their duties, authorities, functions, and responsibilities in accordance with the regulations that have been set. The Totobo Village Government, as a form of seriousness in implementing digital villages, continues to strive to improve both in communication with the regional government and the community, and in providing services to the community, the apparatus has committed and continues to improve its quality for better governance. The results of the study conducted by the author related to the attitude of the village apparatus are good, this can be seen from the openness of the information provided, as well as in the level of commitment and consistency of the apparatus in using the application always re-coordinating, and in improving services, delivering information using digital media. Based on the results of the study, the author concludes. The attitude of commitment is related to communication carried out by both the Government, Regional Government, and Village Government to the Community. Communication is carried out in the form of policies, directions, socialization, and delivery of information to the community. This is a form of commitment to remain consistent in supporting the Implementation of Digital Villages in Totobo Village.

Bureaucratic Structure

Organizational structure has a significant influence on policy implementation. This aspect of organizational structure covers two things, namely the mechanism and the bureaucratic structure itself. The first aspect is the mechanism, in policy implementation, a Standard Operating Procedure (SOP) has usually been made. SOP is a guideline for each implementer in acting so that in implementing the policy it does not deviate from the goals and objectives of the policy. The second aspect is the bureaucratic structure, a bureaucratic structure that is too long and fragmented will tend to weaken supervision and cause complicated and complex bureaucratic procedures which will then cause organizational activities to become inflexible. The Totobo Village Government in implementing the Digital Village policy is guided by the policies that have been set, through the directions conveyed in the Regional Government group and other groups, and in terms of bureaucracy itself it is relatively easy and not complicated or prolonged. The results of the author's research related to the Bureaucratic Structure in terms of mechanisms in the Totobo Village government have been implemented well, as evidenced by the existence of a policy basis for laws up to the Regent's Regulation as a guideline used, and information conveyed through the Regional Government group, as a reference in the implementation of digital villages such as the use of integrated applications.

The results of the author's research in terms of the Bureaucratic structure itself are good, as evidenced by the existence of applications used by village officials in reporting, such as financial reporting no longer has to go through a long process but can be done through the application. Then again in terms of physical documents, it is sufficient to be submitted directly to the Regency office and no longer through inspection to the sub-district office and a prolonged process. Based on the results of the Author's Research, in the George Edward III implementation model, the Bureaucratic Structure in the Implementation of Digital Villages in Totobo Village related to SOPs is carried out through policies and directions as a reference in carrying out responsibilities. The Bureaucratic Structure itself with the integrated application facilities used by village officials is easier in reporting and does not go through a prolonged process. The relationship between the Bureaucratic Structure and disposition or attitude and Communication is through existing policies, village officials are committed to further improving the

implementation of Digital Villages, where in the use of integrated application facilities, village officials also communicate with the Regional Government. The communication in question is the coordination carried out by the Village Apparatus in this case the application operator through the relevant Government WhatsApp group.

CONCLUSION

The results of the study related to the Implementation of Digital Villages conducted by the author in Totobo Village from the issuance of the research letter in January 2025 to March 2025, the author concluded that communication had been implemented and carried out by the government through the Regional Government in this case the Village Community Empowerment Service of Kolaka Regency to the Totobo Village Government. The form of communication is through laws and other policies from the Kolaka Regency Government. The form of communication carried out by the Regional Government to the Village Government is direction regarding the use of integrated application facilities focused on Village Apparatus. Information and services to the community focus on digital media in this case social media and the internet. Resources have been running optimally in the implementation of Digital Villages in Totobo Village, in this case Human Resources through SOPs help in understanding and carrying out tasks according to existing directions. In this case the use of integrated application facilities has been implemented, but it is not optimal because the supporting facility resources used still need to realize the creation of the Village Web. The application server sometimes experiences errors so that it hinders application access. Communication and delivery of information both through the Regional Government to the Totobo Village Government, forwarded to the community which is conveyed in Village deliberation activities and Through the WhatsApp Group is a form of commitment in supporting the Implementation of Digital Villages. Government policies from both Laws to Regent Regulations Through the Regional Government which are conveyed to the Village Government, are a form of SOP which is a reference for the direction of Village Apparatus in Implementing Digital Villages. Through resources in this case the integrated application facilities used by Village Apparatus, its relation to the bureaucratic structure becomes easier because it no longer goes through a prolonged process.

SUGGESTION

The Government and Regional Government in supporting the implementation of Digital Villages also need to conduct Socialization on Public Services that focus on Village Apparatus and the Community to make it easier to increase efficiency, transparency, and improve skills for people who are not yet familiar with technology and then can increase ease of access for the community, and improve the quality of government services. With the existence of the Minister of Village Regulation that supports the use of village funds in the Implementation of Digital Villages, the Totobo Village Government Needs to Realize the Village Web Program as a supporting facility media that can be accessed by everyone in providing Public information. Village Apparatus Needs to digitally archive policies and existing directives from the Government group so that when someone needs related data, it can be easier to obtain.

REFERENCES

- Agusman, Y., Yasir, A., Asrun, L., & Alauddin, M. R. S. (2023). Peningkatan Aparatur Desa dalam Pelayanan Publik di Era Digital Desa Tirawuta Kecamatan Tirawuta Provinsi Sulawesi Tenggara. *Indonesian Journal of Community Services*, 2(1), 25-30. <https://doi.org/10.47540/ijcs.v2i1.863>
- Arman, A. (2017). Sistem Informasi Pengolahan Data Penduduk Nagari Tanjung Lolo, Kecamatan Tanjung Gadang, Kabupaten Sijunjung Berbasis Web. *Jurnal Edik Informatika Penelitian Bidang Komputer Sains dan Pendidikan Informatika*, 2(2), 163-170. <https://doi.org/10.22202/ei.2016.v2i2.1459>
- Buchari, R. A. (2016). Implementasi E-Service Pada Organisasi Publik Di Bidang Pelayanan Publik Di Kelurahan Cibangkong Kecamatan Batununggal Kota

Bandung. *Sosiohumaniora*, 18(3), 225-230.
<https://doi.org/10.24198/sosiohumaniora.v18i3.8762>

- Cossham, A., & Johanson, G. (2019). The benefits and limitations of using key informants in library and information studies research. *Information Research*, 24(3).
- Devi, I., Hanani, S., Syafitri, A., & Harahap, N. I. Y. (2023). Birokrasi dan struktur kekuasaan dalam organisasi pendidikan modern: Dengan pendekatan Max Weber. *Concept: Journal of Social Humanities and Education*, 2(4), 268-281.
<https://doi.org/10.55606/concept.v2i4.790>
- Djarmiko, G. H., Sinaga, O., & Pawirosuwarno, S. (2025). Digital transformation and social inclusion in public services: A qualitative analysis of e-government adoption for marginalized communities in sustainable governance. *Sustainability*, 17(7), 2908.
<https://doi.org/10.3390/su17072908>
- Estevani, A., Isma, M., Karolita, D., & Saputra, A. C. (2023). Rancang Bangun Aplikasi Sistem Pengelolaan Data Penduduk Berbasis Web di Desa Panarukan Kabupaten Barito Selatan. *JOINTECOMS (Journal of Information Technology and Computer Science)*, 3(3), 197-206. <https://doi.org/10.47111/jointecom.v3i3.20403>
- Fardani, I., Rochman, G. P., Akliyah, L. S., & Burhanuddin, H. (2021). Resona: Jurnal Ilmiah Pengabdian Masyarakat Pembangunan Desa di Indonesia pada dasarnya bertujuan meningkatkan kesejahteraan yaitu program penyediaan Internet dan Literasi Digital Masyarakat. Program Desa Digital Dari hasil wawancara kepada beberapa pen. *J. Ilm. Pengabd. Masy*, 5(2), 181-197.
- Geurts, B. (2019). Communication as commitment sharing: Speech acts, implicatures, common ground. *Theoretical linguistics*, 45(1-2), 1-30. <https://doi.org/10.1515/tl-2019-0001>
- Ma'ruf, M. F., Mudzakkir, M., & Widyaningrum, D. (2023, March). Building the Capacity of Village Apparatus in an Intergovernmental Network Approach. In *International Joint Conference on Arts and Humanities 2022 (IJCAH 2022)* (pp. 163-178). Atlantis Press.
https://doi.org/10.2991/978-2-38476-008-4_19
- Mäkinen, M. (2006). Digital empowerment as a process for enhancing citizens' participation. *E-learning and Digital Media*, 3(3), 381-395. <https://doi.org/10.2304/elea.2006.3.3.381>
- Miharja, A. K., Martono, E., Subejo, S., & Miharja, S. M. (2023, December). Public Participation in Smart City Program to Achieve Social Resilience in Surakarta City. In *International Conference On Research And Development (ICORAD)* (Vol. 2, No. 2, pp. 132-153).
<https://doi.org/10.47841/icorad.v2i2.138>
- Muksin, A., Setiawan, M. R. D., Naufal, M. A., & Pramesti, Z. S. A. (2023). Analisis Formalisasi Struktur Organisasi Terhadap Efektivitas Kinerja Pemerintahan Pada Kabupaten Buleleng. *Socius: Jurnal Penelitian Ilmu-Ilmu Sosial*, 1(4).
<https://doi.org/10.5281/zenodo.10199365>
- Oktarina, S., Roseno, M. T., Ubaidillah, U., Antoni, D., Zahro, L., & Syaputra, H. (2024). Development of a Digital Village Concept based on Information Technology Infrastructure and Strategy Management to Facilitate SPBE Ogan Ilir Regency. *Journal of Information Systems and Informatics*, 6(4), 3035-3052.
<https://doi.org/10.51519/journalisi.v6i4.875>
- Schofield, J. (2001). Time for a revival? Public policy implementation: a review of the literature and an agenda for future research. *International Journal of Management Reviews*, 3(3), 245-263. <https://doi.org/10.1111/1468-2370.00066>
- Septiana, A. R., Alauddin, M. R. S., Triani, N., Zahari, A. F. M., & Astaginy, N. (2022). Sosialisasi pemanfaatan media digital dalam meningkatkan kapasitas keuangan desa di Desa

- Wulonggere Kabupaten Kolaka. *LOSARI: Jurnal Pengabdian Kepada Masyarakat*, 4(2), 105-109. <https://doi.org/10.53860/losari.v4i2.109>
- Shen, M., & Shen, J. (2018). Governing the countryside through state-led programmes: A case study of Jiangning District in Nanjing, China. *Urban Studies*, 55(7), 1439-1459. <https://doi.org/10.1177/0042098017716857>
- Sindakis, S., & Showkat, G. (2024). The digital revolution in India: bridging the gap in rural technology adoption. *Journal of Innovation and Entrepreneurship*, 13(1), 29. <https://doi.org/10.1186/s13731-024-00380-w>
- Siswanto, E. (2023). Implementasi Kebijakan Program Desa Digital dalam Meningkatkan Pelayanan Publik di Desa Sidomulyo Kecamatan Silo Kabupaten Jember. *Indonesian Journal of Public Administration Review*, 1(1), 9-9. <https://doi.org/10.47134/par.v1i1.1935>
- Spillane, J. P., Reiser, B. J., & Reimer, T. (2002). Policy implementation and cognition: Reframing and refocusing implementation research. *Review of educational research*, 72(3), 387-431. <https://doi.org/10.3102/00346543072003387>
- Sugiyono. (2018). *Metode Penelitian Kuantitatif, Kualitatif, dan R&D*. Bandung: Alfabeta
- Sulfiani, A. N. (2021). Good governance penerapan prinsip-prinsip good governance dalam pelayanan BPJS kesehatan di Kota Palopo. *Jurnal Administrasi Publik*, 17(1), 95-116. <https://doi.org/10.52316/jap.v17i1.59>
- Susilowati, A. P. E., Rachmawati, R., & Rijanta, R. (2025). Smart village concept in Indonesia: ICT as determining factor. *Heliyon*, 11(1).
- Syafeie, A. K., & Azmi, N. (2025). Transformation of village governance through digital database system: Participatory action research approach in Battembat village. *Transformasi: Jurnal Pengabdian Masyarakat*, 21(1), 226-246. <https://doi.org/10.20414/transformasi.v21i1.13750>
- Ulya, H. N. M. (2020). Alternatif strategi penanganan dampak ekonomi covid-19 pemerintah daerah Jawa Timur pada kawasan agropolitan. *El Barka: Journal of Islamic Economics and Business*, 3(1), 80-109. <https://doi.org/10.21154/elbarka.v3i1.2018>
- Vanthonica, A., Anjani, I. A., Avivah, S. N., & Putri, C. A. T. (2025). Peran Teori Birokrasi dalam Mewujudkan Efisiensi Organisasi Modern. *PENG: Jurnal Ekonomi dan Manajemen*, 2(2b), 4421-4431. <https://doi.org/10.62710/hgzns64>
- Widodo, J. (2021). *Analisis kebijakan publik: Konsep dan aplikasi analisis proses kebijakan publik*. Malang: Media Nusa Creative (MNC Publishing).
- Zickfeld, J. H., Karg, S. T., Engen, S. S., Gonzalez, A. S. R., Michael, J., & Mitkidis, P. (2024). Committed (dis) honesty: A systematic meta-analytic review of the divergent effects of social commitment to individuals or honesty oaths on dishonest behavior. *Psychological Bulletin*, 150(5), 586. <https://psycnet.apa.org/doi/10.1037/bul0000429>