

The Effectiveness of the 'Kembang Randu' Website in Supporting Public Service Transformation in Randupitu Village, Pasuruan Regency

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ABSTRACT

Objective: The research aims to analyze how digitalization through the "Kembang Randu" platform improves efficiency, transparency, and the quality of services at the village level. **Method:** A qualitative approach was employed with data collection techniques including observation, interviews, documentation, and literature review. The analysis was conducted using five effectiveness indicators: program success, target success, program satisfaction, input-output balance, and achievement of overall objectives. **Results:** The findings indicate that the "Kembang Randu" website has been relatively effective in providing accessible administrative services, enhancing community participation, and accelerating service processes. Nevertheless, challenges remain, particularly in terms of limited internet infrastructure, low digital literacy among residents, and the need for technical feature improvements. **Novelty:** This study contributes by applying a multidimensional effectiveness framework to assess digital service innovation at the village level, offering insights into the importance of infrastructure reinforcement, human resource capacity-building, and youth engagement as digital volunteers to ensure sustainable public service transformation.

INTRODUCTION

The development of information and communication technology has brought significant changes to various aspects of life, particularly in the administrative field, such as office activities, marketing, services, and other public services, which are carried out quickly and accurately. This is due to the fact that internet media has made a positive contribution to society as a supporting tool, especially in the fields of technology and information [1]. Through the mandate of Law Number 25 of 2009 concerning public services, the fulfillment of service needs must be in accordance with statutory regulations for every citizen and resident regarding goods, services, and/or administrative services that have been provided by all public service providers. To achieve the goal of public service, the quality of service must be in accordance with the wishes of the community or services in general. In achieving this target, the government as the organizer is required to continue to innovate and improve the quality of service to be more responsive to the dynamics of community needs. Public service is the most important task of the government in providing services to the community, whether in the form of providing services by the government, the private sector on behalf of the government, or the private sector to the community with or without charging fees with the aim of meeting the needs or interests of the community [2]. In general encyclopedias, "transformation" is a term from the exact sciences that has since been incorporated into the social sciences and humanities. It refers to a change in form and, in more detail, encompasses both physical and non-physical changes (such as shape, appearance, characteristics, and so on) [3].

Meanwhile, according to the explanation (Agus Salim in Rinawati) [3]. Transformation is the process of creating something new resulting from advances in science and technology. Public service transformation, meanwhile, refers to a series of activities involving changes in structure, process, and culture to anticipate rapid environmental changes. This includes resource management, the implementation of digital-based technology, and improving service quality [4].

The application of information technology in government agencies or what is known as E-government is the use of digital platforms to provide public services and information to the public [5]. By implementing E-government, the aim is to provide maximum service to the community so that the community can feel several benefits, according to Wicaksono [6] Some of the benefits that can be felt by the community from the implementation of E-government include accelerating decision-making, reducing bureaucracy, and optimizing the use of resources, providing an easily accessible information platform and increasing transparency and accountability in the administration of government so that it can provide satisfaction to the community regarding public services provided by the government. The concept of implementing e-government is an obligation that has been ratified in Presidential Instruction Number 3 of 2003 concerning the National Policy and Strategy for the Development of e-Government. According to the Presidential Instruction, the use of Information and Communication Technology (ICT) in the administration of government will increase the efficiency, effectiveness, transparency, and accountability of government administration, which in turn will result in good governance [7].

The implementation of Electronic Government, or E-Government, has been implemented by one of the village government offices in Pasuruan Regency, namely the Randupitu Village Government Office. This village office has adopted various digital-based innovations, one of which is a website, as an effort to improve the quality of public services and efficiency in government administration. Various services that were previously carried out manually can now be accessed more quickly, transparently, and efficiently, so that the public no longer needs to spend a long time handling various administrative needs. In addition to accelerating services, the implementation of E-Government in Randupitu Village also aims to increase public participation in various aspects of village government. Through this digital innovation, residents can more easily submit documents, access information related to village programs, and obtain administrative services without having to come directly to the village office. This technology also enables a more open communication system between the village government and the community, so that policies and decisions made can be more aligned with the needs of residents. This digitalization effort is a form of implementation of the Pasuruan Regency Regent Regulation (PERBUP) concerning Electronic-Based Government Systems Number 31 of 2021, which emphasizes the importance of utilizing information technology in the implementation of regional government [8]. This reflects the Randupitu Village Government's commitment to supporting digital transformation

and strengthening governance that is more modern, transparent, and responsive to community needs. With e-Government, it is hoped that public services at the village level will be more optimal and will have a positive impact on the welfare of the local community.

The Kembang Randu website is an innovation developed by the Randupitu Village Government to address the challenge of promoting village potential. Through this website, the public can easily access various information related to natural resources, local businesses, and village development programs. The website can be accessed through the URL <https://www.kembangrandu.online/potensi>, making it easy for residents and outsiders to learn more about the advantages and opportunities offered by Randupitu Village. The village website is a digital platform that provides public services at the village level and helps people communicate and share information [9]. The Kembang Randu website was inaugurated at the end of 2023 with the main aim of providing broad benefits and creating a peaceful and harmonious atmosphere among residents and making it easier for the people of Randupitu Village to carry out public services independently anywhere and anytime via their respective smartphones.



Figure 1. Diagram of the activity of the kembang kapok website
Source: Randupitu Village Office

Figure 1 shows that when the website was first launched, many residents were still unfamiliar with how to use it. Despite ongoing outreach, the community was still unfamiliar with this service innovation. Consequently, in 2024, activity recorded was relatively low, with 4,700 website visitors, 3,400 information seekers, and 1,700 form downloaders. However, in 2025, there was a significant increase in all three types of activity, with the number of visitors increasing to 9,300, information seekers to 6,500, and form downloaders to 2,900. This demonstrates that Randupitu Village residents have adapted to this service. Various outreach efforts have been conducted through

collaboration between Karangtaruna members in each hamlet, as well as the community's willingness to embrace change.

This website provides a variety of services that the public can access easily, quickly, and efficiently. These services include obtaining important documents such as Family Cards (KK), birth certificates, death certificates, and Business Licenses, as well as accessing news pages related to village developments, which are available on the website's homepage. This website is expected to foster public trust in the Randupitu village government. With this website, residents no longer need to queue for long periods at the village office, as all administrative processes can be done digitally. This is very helpful for people who are busy with work, have limited transportation, or have difficulty visiting the village hall in person. Simply by using a smartphone, residents can access various services they need anytime and anywhere. In addition to speeding up service, this application also contributes to increasing transparency and accuracy in population data management and other administrative matters. Furthermore, relevant agencies can present complete and up-to-date information, showcasing the village's values, identity, and advantages in an attractive and easily accessible manner [10].

Although the Kembang Randu website-based administrative service has been a first step in digitalization in Randupitu Village, its implementation still faces various technical and structural challenges. One of the main issues is limited infrastructure, such as uneven internet access across the village, making it difficult for residents to access services consistently. Furthermore, the technical capabilities of village officials in managing the system are still limited, and not all residents have sufficient digital literacy to access services independently.

Another frequently complained-about issue is the website's technical features, which are not yet fully optimized, such as difficulties downloading document application forms. This forces some residents to continue visiting the village hall in person, thus the primary goal of digitalization, which is to reduce face-to-face interaction and speed up the service process, has not been fully achieved. Therefore, system quality improvements, human resource strengthening, and digital infrastructure updates are needed so that the transformation of public services can be more inclusive, efficient, and sustainable. Effectiveness is a key factor in determining the success of an organization, activity, or program in achieving its stated goals [11]. A plan can be considered effective if the previously designed goals can be realized optimally by utilizing available resources efficiently. Stress in Bastaman [12] emphasizes that effectiveness is closely related to the extent to which a program can achieve its goals as a structured system, taking into account the availability of resources and facilities owned.

In this case, effectiveness not only measures success in terms of achieving goals, but also ensures that the implementation process does not hinder existing resources or create undue stress for implementers. Therefore, effectiveness must be pursued through a well-thought-out strategy, good coordination, and ongoing evaluation so that a program or activity can run optimally without negatively impacting the system that runs

it. According to Campbell, [13] effectiveness is the level of ability of an organization or institution to complete all its main tasks or achieve previously set goals.

To determine how effective a program is, experts create several criteria, according to Campbell J.P in Primanda [14] There are 5 indicators, including: 1) Program success, referring to the extent to which a program achieves its goals and expected results based on established indicators. 2) Target success, reflecting the achievement of targets or beneficiary groups that have been set in the program. 3) Satisfaction with the program, on the success of the program in meeting the needs of recipients. Satisfaction is felt by recipients regarding the quality of the program received. The higher the quality of the program, the higher the recipient satisfaction, which results in a better assessment for the program creators and implementers, in this case the government. 4) Input and output levels, this indicator measures the balance between resources used (input) and results achieved (output). Input includes funds, labor, time, and materials used, while output reflects the products, services, or direct impacts resulting from the program. 5) Achievement of overall objectives, referring to the extent to which the program successfully fulfills its established vision and mission. This includes the resulting long-term impact as well as the program's contribution to positive change in society or the area of focus of the program.

As research has been conducted by [15] This study examines how the collective health premium payment policy impacts independent BPJS participants using five effectiveness indicators: program understanding, on-target performance, timeliness, goal achievement, and tangible change. The results indicate that the 1 VA system policy is quite effective in improving payment convenience, efficiency, and regularity, but issues such as supplier shortages remain. According to research conducted by [16] the study showed that the implementation of the 2022 Direct Cash Assistance (BLT) program for fuel for the poor in Ilir Barat 1 District, Palembang City, was deemed ineffective. This was due to suboptimal target achievement, low levels of community satisfaction with the program, and suboptimal overall performance. The study found that the program was ineffective due to inaccurate aid distribution, insufficient quotas, and dissatisfaction with its implementation among the poor. Furthermore, according to the study [17]. The research results show that the Jombok Village Office still maintains good service quality, as reflected in the employees' excellent service to the community and their continued efforts to provide high-quality service [18] the implementation of electronic-based service applications in Kotamobagu City has been running smoothly, but there are still several obstacles in its operation, so it must be maximized for public convenience when using it. In addition to the research entitled "Optimizing Public Services in Village Governance in Pematang Johar Village" which explains the seriousness of the Pematang Johar Village Government in efforts to optimize public services through the e-Desa program, namely an Android application-based administrative service. However, this program has not been running optimally due to community limitations in accessing and using the

application, especially related to ownership of supporting devices. As a result, the implementation of e-Desa has not been optimal and hampers village governance.

To find out how effective this website is as a medium for providing digital services and information, and to review how quickly the Randupitu village government can handle various community requests in processing existing documents, the researcher is interested in examining "The Effectiveness of the 'Kembang Randu' Website in Supporting Public Service Transformation in Randupitu Village.

RESEARCH METHOD

This research employed a qualitative method focused on the effectiveness of the Kembang Randu website in transforming public services in Randupitu Village, Pasuruan Regency. Qualitative research aims to describe and explain events and phenomena occurring in the field and present data systematically and accurately [19]. The location of the research was at the Randupitu Village Government Office, using a purposive sampling technique for determining informants, namely a technique for selecting informants who have been deliberately selected as data sources and in accordance with certain considerations [20]. The informants selected to conduct this study included the Head of Randupitu Village, the Head of the Randupitu Government Section, and the people of Randupitu Village.

The data sources used in this study are divided into 2, namely, primary data which is data obtained directly and secondary data which is data collection produced by researchers indirectly through intermediary media, such as website visitor data, data from the community who downloaded the form blanks, etc. In addition, other data collection methods, namely observation, interviews, documentation and literature studies, are data collection by reading, recording and processing information from various literature sources such as journals, websites, etc. While the data analysis method in this study uses analysis techniques from Miles and Huberman by carrying out four stages, namely data collection, data reduction, data presentation and drawing conclusions.

RESULTS AND DISCUSSION

Results

This study aims to determine the effectiveness of the "Kembang Randu" website as a medium for transforming public services in Randupitu Village. According to Campbell J.P., the analysis was conducted based on five indicators of effectiveness: program success, target success, program satisfaction, input-output level, and achievement of overall objectives.

1. Program Success

The Kembang Randu website has improved the efficiency and accessibility of administrative services for the community, as well as increased community participation, along with outreach and active support from village officials, as stated by the Head of

Government of Randupitu Village: *"With the Kembang Randu website, it's easier for residents to manage their paperwork. They simply fill out the form from home, and we'll process it. This is a huge help to the community and expedites service."* He added, *"The indicator of success we see is the number of residents using the website. Since its launch, queues at the village office have also decreased significantly, indicating that the program is working well."*

The role of the village head is crucial in driving this success. In addition to being a policymaker, the village head is also directly involved in the outreach and education process for the community: *"We recognize the importance of digitalization. Therefore, I emphasize to all staff the importance of being responsive to this system. I also go directly into the field to explain it to residents so they don't get confused when using the website."* (village head informant). This commitment is also demonstrated through regular evaluations and training for website operators: *"We hold monthly meetings to discuss complaints or technical issues. Sometimes, we also receive direct feedback from the public, which we collect through online surveys and live chats."* (village head informant). Public support for this program is also very high: *"In my opinion, this website is quite useful, especially for residents who don't want the hassle, or housewives who are busy with household chores and don't have time to visit the village office. The homepage also includes several features for accessing document forms and various information about village activities. With continued upgrades and updates, it's likely to offer even more benefits."* (community informants).

2. Target Success

The success of the "Kembang Randu" website program is reflected in the extensive reach of services to the Randupitu Village community. Active outreach is conducted down to the neighborhood association (RT/RW) level to ensure all residents are aware of and able to utilize the available digital services: *"We're promoting this program to every neighborhood unit (RT) and community unit (RW), especially so that all heads of families are aware of the village website. We're also holding a website inauguration ceremony, hoping to let the community know that our village has implemented digitalization in its services."* (informant of the Head of the Randupitu Village Government Section). For the elderly group, direct assistance is provided: *"For elderly residents or those who are not tech-savvy, we provide short training and provide direct assistance when they need to take care of their paperwork."*

This approach serves as a form of digital inclusion, ensuring that services are not limited to young people or those with limited access. Elderly groups and residents with limited access continue to receive support, both through family support and mentoring from the Youth Organization. However, challenges remain in the form of limited digital literacy and device ownership. Febriyan, a resident, stated: *"Some people still cannot feel the benefits directly, especially those who are not familiar with technology."* To address these challenges, the village implemented a hybrid approach, namely combining offline and online services, and involving youth from the youth organization as digital volunteers: *"We continue to serve residents who come in person. However, we also have digital volunteers from the Karang Taruna youth group who assist residents who prefer to process their applications online."* (Village Head informant)

3. Satisfaction with the program

Public satisfaction is a crucial indicator in assessing the effectiveness of a public service program, including digital transformation through the "Kembang Randu" website. This satisfaction reflects the public's positive perception of the ease, speed, convenience, and quality of the services they receive. The Randupitu Village Government has conducted a satisfaction survey: *"We provide a service satisfaction questionnaire on the website and barcode scanning to upload reviews related to services, facilities, etc. This is to find out which parts of the service need to be improved."* (informant for the Randupitu village government). Public suggestions and input for the success of this program are very important for the future: *"Some residents said the interface was a bit too simple, especially for those unfamiliar with the internet. There were also suggestions for expanding the service, such as allowing people to register for social assistance or manage small business permits."*

In the long term, the village government plans to improve the quality of digital services: *"We are currently designing a mobile application to make it easier for residents to access data from their mobile phones. We will also integrate the system with the population database to ensure real-time data."* The village head as the highest person in charge also actively participates in handling community satisfaction: *"If there's a complaint, the website operator usually handles it directly. For residents experiencing technological difficulties, we direct them to seek assistance from village officials or more knowledgeable family members."* (village head informant). Apart from that, the Randupitu village government also utilizes discussion spaces and community involvement: *"We discussed this program openly so residents felt involved. We also opened a question-and-answer session regarding complaints and suggestions."* Apart from service purposes, this website also has a marketplace feature: *"We want this website to be more than just for correspondence, but also to help the community's economy. So we've added MSME services and taught residents how to use it."* (village head informant). Public satisfaction is the main factor in the successful launch of this application: *"From my brief experience, I'm quite satisfied with using this website, and it's likely capable of making it easier for residents to manage documents and access information. It would be even better if a tutorial on how to access the website was added to the main page to help residents who are accessing it for the first time."* (resident informant Febriyan).

4. Input and Output Levels

The input and output levels in the implementation of the "Kembang Randu" website demonstrate an effective link between the resources used and the resulting services. Program inputs include village fund allocations, trained workforce, technological devices, and supporting infrastructure such as internet connections. All of these elements form the primary foundation for implementing digital services in Randupitu Village: *"We use village funds for website development and maintenance. We also deploy trained village officials and support them with adequate internet connections and computer equipment,"* However, despite the adequacy of input, challenges are still found in its implementation: *"Often, when many citizens access the service simultaneously, the system experiences disruption. This indicates an imbalance between service demand and system capacity."* (government informant).

From the village head's perspective, attention to input efficiency is closely monitored through a routine monitoring and evaluation system: *"We monitor digital service activity daily, and admins are required to prepare weekly reports. This is important so that any issues can be addressed quickly,"*. The village head also assessed that the program results were commensurate with the input issued. *"With this system, services are faster, and the budget for village office operations is reduced because most matters can be resolved online,"* The next strategy taken by the village government is to collaborate with local internet providers and provide intensive training to human resources managing digital services. *"We've partnered with local providers to ensure a stable internet network. Furthermore, we're continuously providing technology training to ensure our staff can manage our websites professionally,"* (village head informant).

5. Achievement of Comprehensive Goals

The overall goal of the digital-based public service program in Randupitu Village through the "Kembang Randu" website is to carry out a complete transformation of the previously conventional public service system into a sustainable digital system: *"We have been able to make this website a digital village service center, and this aligns with the local government's mission to encourage the development of digital villages. So, this isn't just a local policy, but part of a broader policy direction,"*. To assess the extent to which the overall objectives are achieved, the village government conducts long-term impact evaluations through periodic reporting. *"We conduct evaluations every six months, then compare administrative data from before and after digitization. The results are quite significant, particularly in terms of service speed and operational cost efficiency,"*

Furthermore, this program also continues to develop through various further innovations. *"We are currently designing the digitalization of village MSME data, as well as online health consultation services for residents. We hope that residents will benefit from technology not only for administrative matters but also for the economic and health sectors,"* (government informant). The Head of Randupitu Village also said that the long-term impact of the program was starting to be seen. *"Village office operational expenses have decreased significantly because most services can now be provided online. Furthermore, residents have become more tech-savvy, especially young people,"* To maintain the sustainability of the program, a long-term strategy has been developed. *"We have begun developing digital SOPs to ensure consistent service, regardless of who is in charge. We are also involving youth organizations and village youth to help maintain the system,"* Furthermore, the integration of the village service system with the district government system has also begun to be implemented. *"We want our system to be able to synchronize with the district system, especially for population data and other administration, to be more efficient,"*

The scope of benefits from this program is planned to continue to be expanded, one of which is to the village economic sector. *"We will create a local product promotion platform and village e-commerce platform so residents can sell products online. We hope the village economy can also grow through technology,"* (village head informant). Furthermore, the time and effort required to access this service are commensurate with the benefits gained. The streamlined service process also saves people time by eliminating the need to queue for

long periods: “quite satisfying, the information provided is always up to date and it is quite easy for me to find out what activities have been realized in this village, the service provided is also quite fast, suitable for GenZ like me who don't like complicated things, when accessing the features, I am actually still confused because I am not very familiar with some of the features and am still trying to adapt” (a resident informant named Febriyan).

Discussion

1. Program Success

The success of a public service program can be defined as the achievement of the program's goals and objectives, both in terms of efficiency, effectiveness, and public satisfaction with the services provided. In this context, the digital-based program, the "Kembang Randu" website, aims to improve the quality of public services in Randupitu Village. The primary goal of this website is to facilitate access to administrative services, expedite the service process, reduce the workload of village officials, and provide transparent information to the village community.

Indicators of this program's success include an increase in the number of residents using the website for administrative purposes, a decrease in queues at the village office, and the perceived speed and accuracy of service delivery. Furthermore, success is also assessed by time and cost efficiency for both village officials and residents. If the public can access services online without having to visit in person, the goal of digitalizing services has begun to be achieved.



Figure 2. Service comparison diagram

Source: Randupitu Village Office

From this statement, it can be concluded that the existence of this website is not only felt by the village government but also by the entire Randupitu village community, which has benefited from its services and fostered trust between the community and the village government regarding its activities.

This success is inseparable from the crucial role of the village head as the primary driver of change. The village head not only makes policies but also plays a direct role in providing outreach and education to the community. His involvement demonstrates a commitment to participatory service and a focus on community needs. Furthermore, regular evaluations and training for operators demonstrate a commitment to maintaining and improving the quality of the program.

This previous research is relevant because it examines the effectiveness of the SIPRAJA digital public service program in Sidoarjo Regency. This research shows that the SIPRAJA program, an innovative application-based public service, has successfully improved access and efficiency of administrative services for the community. The study explained that the majority of residents found SIPRAJA helpful due to its fast and easy process. However, technical challenges such as system disruptions and limited digital literacy remain barriers, especially for the elderly and those without digital devices. Therefore, researchers recommend direct assistance from operators or village officials for communities experiencing challenges, while continuing to provide offline services as an alternative. These findings support the discussion regarding the success of digital service programs at the village level, which depend not only on technology but also on the readiness of human resources and inclusive strategies to reach all levels of society [21].

Based on the description above, it can be concluded that the "Kembang Randu" website's operational mechanism has supported the achievement of the main objectives of the digital service program. Based on indicators of usage, efficiency, and community satisfaction, this program is considered quite successful and aligns with practices proven effective in previous research. Support from village officials, adaptive leadership from the village head, and easy access for the community are key to realizing modern and adaptive public services in Randupitu Village.

2. Target Success

The success of the "Kembang Randu" website implementation target refers to the extent to which the program reaches and benefits the entire Randupitu Village community. The program's primary target is the entire village community, without exception, so they can easily access digital public services. Therefore, the success of this target is not only about the number of users, but also about equitable access and the inclusive fulfillment of service needs.

The success of this target can be measured by several indicators, including: the extent of community use of the website, the level of disparity in access between age groups or education levels, and the level of satisfaction of people from various social backgrounds with the digital service. The more equitable utilization, the more successful the program is in achieving its goals.

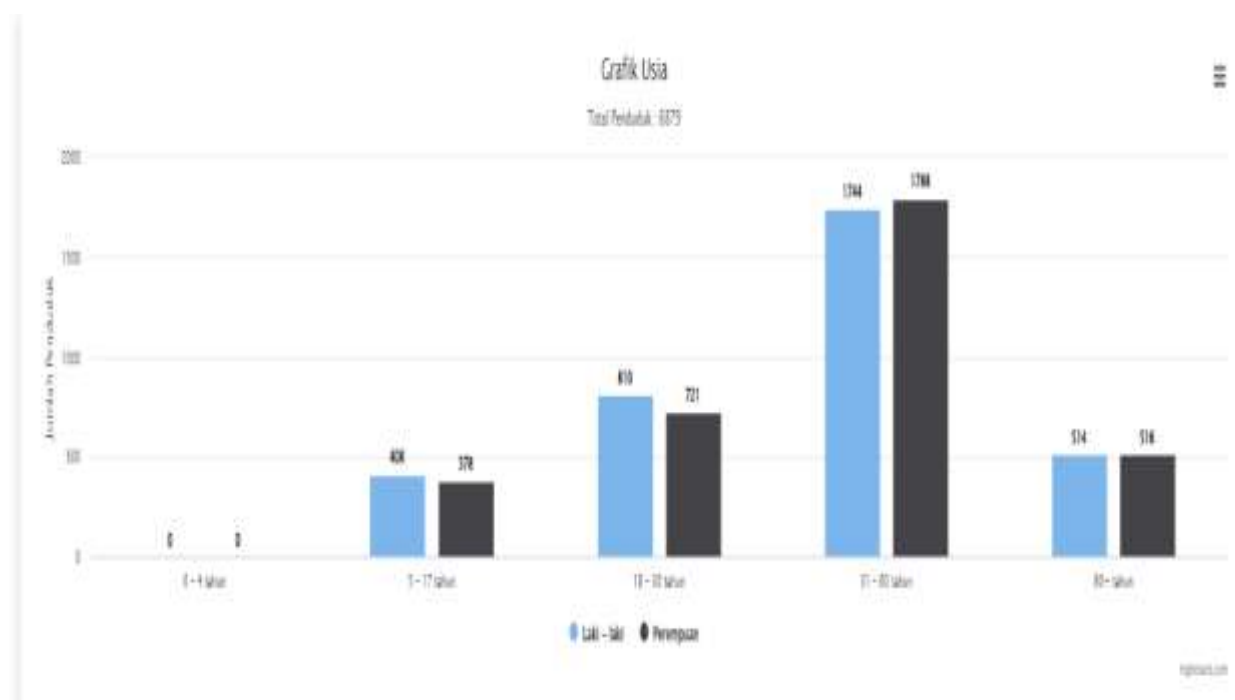


Figure 3. Age chart of Randupitu Village residents
Source: Kembangrandu Website

Regarding barriers to digital adoption, many residents remain unfamiliar with digital technology (cell phones), especially among the elderly. This indicates that the digital literacy gap remains a challenge in implementing digitalization in Randupitu Village. Nevertheless, the Randupitu Village Government continues to strive to provide training, education, and outreach on digitalization.

Previous research examining the effectiveness of the Direct Cash Assistance (BLT) for Fuel for the poor in Ilir Barat 1 District, Palembang City, in 2022 showed that targeting was a suboptimal aspect. Although the program aims to assist the poor, many recipients were not properly targeted, with limited quotas and community dissatisfaction with the program. This reflects the inability to achieve optimal targeting, leading to low program effectiveness. These findings support the discussion on targeting, which is the extent to which the website reaches and meets the needs of the village community. Therefore, it can serve as a benchmark for assessing the success of technology-based public service transformation programs [16].

In conclusion, the "Kembang Randu" website program, within its target context, has demonstrated quite inclusive results. Although there are access barriers for certain groups, anticipatory measures taken, such as mentoring, intensive outreach, and hybrid services, have expanded the reach of services. Based on success indicators such as access distribution and citizen participation, and supported by similar practices in previous research, this program can be said to have effectively reached a large portion of the target community.

3. Satisfaction with the Program

Public satisfaction is a crucial indicator in assessing the effectiveness of a public service program, including the digital transformation through the "Kembang Randu" website. This satisfaction refers to the public's positive perception of the ease, speed, convenience, and quality of the services received. The higher the level of satisfaction, the greater the chance of the program's sustainability in the future. Public satisfaction is measured through various methods, such as online questionnaire surveys, direct citizen testimonials, and analysis of complaints or suggestions submitted through digital platforms and other communication media. Furthermore, the existence of citizen forums and village deliberations serves as informal channels for collecting community complaints and expectations regarding this program.

The village government, through the Head of Government Affairs, stated that satisfaction measurements are conducted routinely. Furthermore, residents are asked to provide ratings after accessing digital services to obtain direct feedback from users.

Future plans to improve satisfaction include expanding service offerings, such as online MSME product marketing features and regular training on digital technology for the community. This demonstrates that public satisfaction extends beyond administrative services to broader socio-economic benefits.

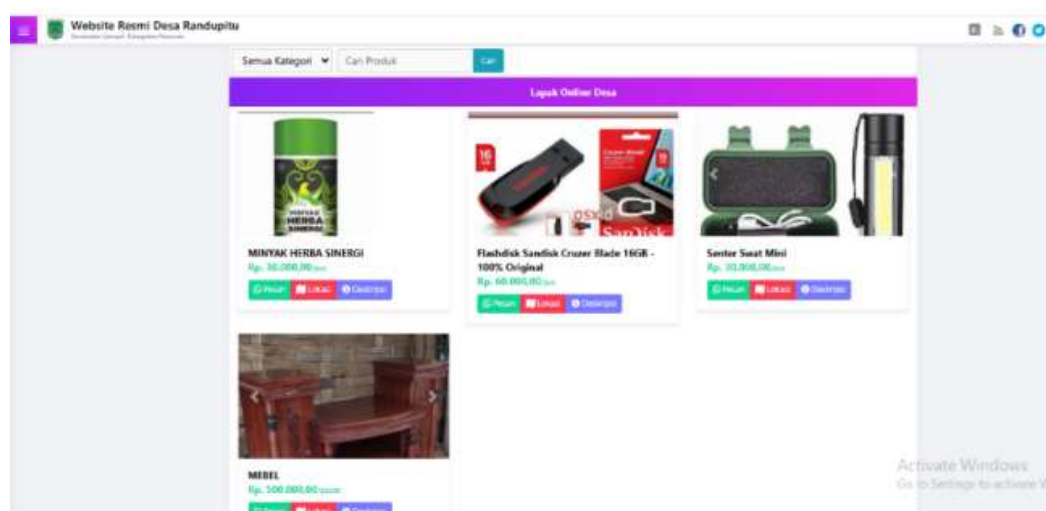


Figure 4. Randupitu Village Residents' Marketplace
Source: Kembangrandu Website

Public satisfaction was a key factor in the successful launch of this application, in addition to comprehensive features, a neat page layout, and the need to improve village activity information to facilitate public access to news and information.

Research conducted at the Jombok Village Office, Ngoro District, Jombang Regency, showed that the quality of service in the village was quite good, with responsive and empathetic staff providing services to the public. However, the physical facilities still needed to be improved. This reflects public satisfaction with the services provided, although there were several aspects that could be improved. These findings support the

discussion regarding satisfaction with technology-based public service programs, where public satisfaction is strongly influenced by the extent to which the website meets their needs and expectations and provides ease of access to services. These two studies share similarities in measuring public satisfaction with service quality, both conventional and technology-based [22].

Based on the description above, it can be concluded that the level of public satisfaction with the digitalization of public services through the "Kembang Randu" website is relatively high, particularly in terms of ease, speed, and convenience of service access. The village government actively measures and follows up on public input through questionnaires, citizen forums, and direct communication channels, reflecting a commitment to responsive and adaptive services. Efforts such as the development of a mobile application, expansion of service types, and citizen involvement in discussion forums demonstrate that this program goes beyond technology implementation, but is also oriented towards sustainability and improving service quality. The presence of the village head and his staff as facilitators and companions to residents is also a crucial factor in ensuring this digital service is inclusive for all levels of society, including digitally vulnerable groups.

4. Input and Output Levels

The input and output levels of a digital public service program significantly determine its effectiveness and efficiency. Input refers to all resources used to implement the program, such as budget, workforce, technology, and supporting infrastructure. Meanwhile, output is the concrete result of utilizing these inputs, both in terms of the quantity and quality of services received by the community. In the context of the "Kembang Randu" website, inputs include village funds, technological devices, and human resources, while outputs are improvements in the quality of public services, accelerated service processes, and easier access for residents of Randupitu Village.

Research on the effectiveness of the Kinalang application in Kotamobagu City shows that although the application has performed well in providing public services related to waste management, several obstacles still need to be addressed to maximize its use. Based on Campbell J.P.'s theory, effectiveness is measured through input and output indicators, which encompass how resources are utilized in the application and the results achieved. Although inputs, such as technological support and human resources, are adequate, the resulting output in solving waste problems still requires improvement to be more efficient and meet community expectations. These findings support the discussion regarding supporting the transformation of public services in Randupitu Village. Evaluation of the input and output levels will help assess whether the resources applied in the website are optimal enough to achieve the goal of effective public service, especially in meeting the needs of village communities [18].

Based on the discussion, it can be concluded that the input and output levels of the "Kembang Randu" website program are in the effective and efficient categories. Inputs in the form of funds, technology, and human resources have been utilized

appropriately, resulting in outputs that are fast, easily accessible, and cost-effective. Despite challenges such as increased access and system limitations, the village government's adaptive strategies have maintained service stability. Monitoring support, collaboration with external parties, and human resource training are key to ensuring the sustainability of program outputs. This demonstrates that well-managed inputs will produce high-quality and effective public service outputs for the community.

5. Achieving Overall Goals

The overall goal of the digital-based public service program in Randupitu Village, implemented through the "Kembang Randu" website, is to comprehensively transform the previously conventional public service system into a sustainable digital one. This goal focuses not only on service speed and efficiency but also encompasses broader aspects such as bureaucratic transparency, increasing citizen digital literacy, and impacting the social and economic well-being of the village community. Indicators of this achievement include the integration of the digital system with various village services, community engagement in technology use, and the program's ability to consistently expand its benefits to other sectors.

From the village government perspective, the Head of Government stated that the "Kembang Randu" website has demonstrated success in achieving this overall goal. This confirms that the program is not operating sporadically but follows a systematic digitalization roadmap.

To assess the extent to which the overall goal has been achieved, the village government conducts long-term impact evaluations through regular reporting.

Furthermore, the time and effort expended to access this service are commensurate with the benefits received. The streamlined service process also saves residents time by eliminating long queues.

Research on the e-Village program in Pematang Johar Village shows that although the program's goal is to improve the efficiency and effectiveness of village government administrative services, the overall goal has not been achieved satisfactorily. This is due to the community's limited ability to use Android-based applications, as well as limited facilities supporting the application system. As a result, the program has not been able to optimize village governance to its full potential. This analysis aligns with the discussion that also assesses the achievement of the overall goal of technology-based public service transformation. Like the e-Village program, the effectiveness of the "Kembang Randu" website also needs to be assessed in terms of the extent to which the overall goal of public service transformation is achieved, particularly in providing easy access and increasing community participation [23].

Based on the description above, it can be concluded that the achievement of the overall objectives of the "Kembang Randu" website program shows real and promising success. Digital transformation has had a positive impact on bureaucratic efficiency, community digital literacy, and even opened up opportunities for village economic development. With the support of regular evaluation, program innovation, and active

community involvement, this website has the potential to become a model for digital public services at the village level. Integration with district systems and an orientation toward digital economic development are key to maintaining the sustainability and expanding the impact of this program.

CONCLUSION

Fundamental Finding : The "Kembang Randu" website has proven effective in enhancing administrative efficiency, transparency, and public satisfaction in Randupitu Village, while fostering participatory governance, though challenges remain for groups with limited digital access such as the elderly. **Implication :** The findings imply that digital platforms at the village level can play a strategic role in public service transformation if supported by progressive leadership, competent human resources, and active community involvement. **Limitation :** The program still faces limitations in digital inequality, inadequate infrastructure, and dependence on hybrid online–offline services, which hinder the full adoption of digital governance. **Future Research :** Further studies should focus on comparative analyses of digital village governance, strategies to strengthen digital inclusion for all demographic groups, and evaluations of the long-term socio-economic impacts of integrating digital platforms into local public service systems.

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