



## Good Governance through Digitalization of Government in Sidomulyo Village, Bangsal District, Mojokerto Regency

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**Abstract:** Indonesia's push toward an Electronic-Based Government System (SPBE) seeks to advance good, clean, and high-quality governance across all administrative tiers, including villages. Anchored in Law No. 6/2014 on Villages and the Village Fund Allocation (ADD) framework, many villages are experimenting with digital platforms to strengthen transparency, accountability, participation, and service delivery. This qualitative descriptive study examines the early-stage digitalization of government in Sidomulyo Village, Bangsal District, Mojokerto Regency. Data were collected through document review, field observation, and interviews using key informants directly responsible for digital implementation, including the village secretary and head of government affairs. Findings show that the village website prototype has begun to operationalize core sound governance principles: (1) transparent disclosure of finances, policy documents, and institutional data; (2) NIK-authenticated service access that supports rule-of-law-based inclusivity; (3) streamlined administrative turnaround (1×24 hours) that improves efficiency and responsiveness; and (4) open two-way communication channels that encourage public participation and oversight. Constraints remain limited infrastructure, funding, digital literacy, and the short (three-month) observation window. However, the results indicate promising gains in bureaucratic performance and citizen–government interaction that align with national SPBE targets. Further longitudinal evaluation and technical scaling are recommended.

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## INTRODUCTION

Presidential Regulation Number 95 of 2018 concerning the Electronic-Based Government System (SPBE) was enacted by the Indonesian government to realize good, clean, and high-quality governance. Through this presidential regulation, the government has established a transformation of government administration based on information and communication technology for all institutional levels, including national, regional, and village levels. The Indonesian government has determined that this digital transformation will be implemented gradually and well-adapted by all government institutions by 2025.

Based on the National Medium-Term Development Plan (RPJMN), the government has set the SPBE achievement index at 2.60. Data from the Ministry of State Apparatus Empowerment and Bureaucratic Reform (PANRB) shows progress in the SPBE

achievement index exceeding the established target of 3.12 by 2024. This result demonstrates that since the SPBE evaluation was established in 2018, government digitalisation has progressed remarkably well. However, the transformation process is still ongoing at every level of government institutions in Indonesia (HUMAS MENPANRB 2025).

Since the enactment of Law Number 6 of 2014 concerning Villages, the governance and development trajectory of Indonesian villages has undergone a significant transformation. The village autonomy granted through this legislation provides substantial authority for villages to manage their affairs, particularly in planning and implementing development initiatives based on local needs and potential. One of the key instruments enabling this autonomy is the Village Fund Allocation (Alokasi Dana Desa or ADD), a fiscal transfer from the central government to village governments. This allocation is intended not only to accelerate village development but also to enhance the overall welfare of rural communities (Sanur 2023).

From a local governance perspective, ADD has catalysed improvements in the administrative capacity of village governments and promoted participatory governance. Villages now have the discretion to formulate their Village Medium-Term Development Plans (RPJMDes) and Village Government Work Plans (RKPDDes) through inclusive processes that actively engage community members as key stakeholders in development (Widianingsih and Morrell 2007). This practice reflects the implementation of sound governance principles, particularly in the dimensions of participation, transparency, and accountability at the grassroots level.

Moreover, the effective utilisation of ADD allows villages to optimise their endogenous resources, including natural, human, and cultural capital. By strategically managing the funds, villages have been able to initiate context-specific development programs such as economic empowerment through Village-Owned Enterprises (BUMDes), infrastructure enhancement, and improved access to basic services in education and health (Sutiyo and Maharjan 2017).

These developments illustrate a paradigmatic shift in village governance from a centrally-administered, bureaucratic model to a more democratic and locally responsive framework. In this context, ADD functions not merely as a fiscal tool, but also as a mechanism for community empowerment and institutional capacity-building, aimed at fostering village autonomy and sustainable development (Dwiyanto 2021).

Nevertheless, the success of ADD implementation is highly contingent upon the governance capacity of village authorities, the quality of development planning, and the extent to which participatory mechanisms are meaningfully adopted. Thus, continuous capacity-building for village officials, robust oversight mechanisms, and sustained facilitation from relevant stakeholders are crucial for ensuring the practical realization of village development goals.

Institutionally, village autonomy has increased the village's capacity to develop human resources and institutional infrastructure. Village autonomy has impacted the performance of the village bureaucracy, enhancing its structure and focus on excellent public service. Villages have also transformed themselves by increasing their capacity as clean, high-quality village institutions, serving as service providers and leaders in village development. Village institutions in Indonesia have gradually transformed themselves by implementing village digitalisation.

## THEORETICAL FRAMEWORK

The concept of good governance has become a central theme in contemporary public administration discourse, particularly within the context of development and democratic reform. The World Bank first popularized it in its 1992 report *Governance and Development*, where governance was defined as “how power is exercised in the management of a country’s economic and social resources for development.” (World Bank 1992). The World Bank viewed good governance as a set of institutional arrangements that ensure the efficient, accountable, and rule-based use of public resources, especially in borrowing countries. By promoting good governance, the World Bank aimed to ensure that development aid and financial assistance could be translated into measurable and sustainable progress, while maintaining economic and institutional integrity (Santiso 2001).

Building upon this foundation, the United Nations Development Programme (UNDP) offered a broader and more inclusive definition. In its 1997 report *Governance for Sustainable Human Development*, UNDP defined good governance as “the exercise of economic, political, and administrative authority to manage a country’s affairs at all levels.” (UNDP 1997). This definition expands the concept beyond economic management to include political inclusiveness, social equity, and human development. UNDP outlines eight key characteristics of good governance: participation, rule of law, transparency, responsiveness, consensus orientation, equity and inclusiveness, effectiveness and efficiency, and accountability. These principles underscore the importance of citizen engagement and institutional responsiveness in public decision-making processes.

Similarly, the United Nations Economic and Social Commission for Asia and the Pacific (UNESCAP) reinforces this multidimensional approach by defining good governance as “the process of decision-making and the process by which decisions are implemented (or not implemented)” (UNESCAP, 2009). UNESCAP emphasises that good governance is not only about outcomes but also about the quality of the decision-making process itself. It stresses the importance of sustainability, public trust, and equitable development in both governance structures and practices.

Collectively, these perspectives reflect an evolution in the understanding of good governance, shifting from a technocratic, performance-based model to a participatory and people-centered framework. In the context of digital governance, these principles become even more crucial, as technology provides new avenues for enhancing transparency, accountability, and citizen participation. Thus, good governance remains a foundational pillar for building democratic institutions and achieving effective public sector performance in both traditional and digital governance environments.

The concept of good governance is grounded in a set of universally recognized principles that serve as the normative framework for evaluating and guiding public administration. These principles are widely endorsed by international institutions such as the World Bank, UNDP, and UNESCAP, and form the basis for creating transparent, accountable, and citizen-oriented governance systems. One of the core principles is participation, which emphasizes the active involvement of all stakeholders, particularly civil society and marginalized groups, in the decision-making process. Participation is essential for ensuring that government policies reflect public needs and foster democratic legitimacy (UNESCAP 2009).

Accountability is another foundational pillar, requiring that public officials be held responsible for their actions and decisions. Accountability includes mechanisms for

oversight, performance measurement, and public reporting, all of which enhance institutional credibility and reduce corruption (World Bank 1992). Closely related is the principle of transparency, which entails open access to information and clear communication of government processes and decisions. Transparency allows citizens to scrutinise governance activities, thereby strengthening public trust (UNESCAP 2009).

Responsiveness refers to an institution's ability to serve the public's needs in a timely and appropriate manner. A responsive government adapts its policies in response to evolving public demands and feedback, which in turn contributes to its institutional legitimacy. Similarly, efficiency and effectiveness emphasise optimal use of public resources to achieve desired policy outcomes without unnecessary waste. Governments are expected to deliver quality services while managing resources prudently and sustainably (OECD 2003).

A crucial legal underpinning of good governance is the rule of law, which requires that laws are applied fairly, enforced impartially, and made accessible to all citizens. Upholding the rule of law is crucial for protecting human rights and preventing the arbitrary exercise of power. Additionally, inclusiveness and equity ensure that governance systems promote social justice by providing equal opportunities and fair treatment to all individuals regardless of background, gender, or socio-economic status (UNDP, 1997; UNESCAP, 2009).

Dwiyanto (2021) defines good governance as an efficient and effective form of government. Dwiyanto believes that when we talk about the implementation of good governance, we are talking about how the state provides public services in a good and professional manner (effective) and not taking too long (efficient). (Mardiasmo 2009) views good governance as government actions that manage governance effectively, emphasising transparency and accountability as key elements. Mardiasmo's view is not significantly different from Fukuyama's thought, which emphasises the role of the government as the primary actor in implementing a good governance model and being openly accountable to the public for these actions.

Contrary to these two perspectives, Pierre and Peters (2000) define good governance as one that fosters open, horizontal relations between the government and the public. Pierre and Peters view good governance as a synergy between the government, the private sector, and the public. The government is considered capable of running its affairs effectively when it collaborates with the private sector and the public, as they are both users of government policies and monitors of government performance.

The goals and functions of good governance are centred on improving the quality of public service delivery and empowering citizens through accountable institutions. Effective governance ensures that public services such as education, health, and infrastructure are accessible, equitable, and responsive to community needs. Moreover, by embedding accountability into institutional structures, good governance fosters a culture of civic engagement and democratic oversight, ultimately enabling citizens to play a more active role in shaping their societies (Grindle, 2004; Santiso, 2001). The principles of good governance are interrelated and mutually reinforcing. When implemented holistically, they create a governance environment that not only promotes administrative efficiency but also strengthens democracy, protects human rights, and advances inclusive development.

In recent years, the growing use of digital technologies has opened up promising new ways for governments to apply the principles of good governance in everyday public service. Tools like e-government websites, online service platforms, electronic procurement



systems, and open data portals are increasingly being used to make government processes more transparent, improve accountability, and invite citizens to take a more active role in governance (Heeks 2006). These digital innovations don't just streamline services, they also make it easier for people to connect with their government in real time and in more inclusive ways.

Yet, while digitalization brings many benefits, it also introduces new challenges. Not everyone has equal access to digital tools, and concerns about data privacy and cybersecurity are growing. Moreover, digital transformation demands more than just installing new systems it requires a shift in how public institutions operate and how officials are trained. For digital governance to truly support the values of good governance, governments must invest in building institutional capacity, ensure that digital services are accessible to all, including those in remote or underserved communities, and promote digital literacy for both citizens and civil servants (Misuraca, et al. 2013).

The digitalization of government, which aims to create good, clean, and high-quality governance, is inseparable from the principles of good governance. Good governance, also known as good governance, is conceptually similar, according to some experts. The concept of good governance was first proposed by the World Bank, the world's largest lending institution. The World Bank introduced this concept in its capacity to provide regulations for borrowing countries to implement good governance, thus ensuring that the repayment of borrowed funds would impact the country's development progress while still maintaining its economic health.

American political scientist Francis Fukuyama helped develop a conceptual model of good governance. Fukuyama (2013) divides the concept of good governance into two main elements: capacity and autonomy. Capacity is important, according to Fukuyama, because it focuses on a country's ability to provide all the resources needed to provide good public services. Autonomy, on the other hand, focuses more on the country's ability to balance its authority and how the country is accountable to the public (accountability). Fukuyama's thinking on governance focuses more on the state as an actor that holds a crucial key to the success of good governance.

## **METHODOLOGY RESEARCH**

This study employed a qualitative descriptive approach to gain a deeper understanding of and describe the various layers of change observed in the field. The method was chosen because it allowed the researcher to develop a well-rounded and in-depth understanding of how digital transformation is occurring at the village level, specifically in Sidomulyo Village. As Merriam (2009) points out, this kind of research is especially useful when the aim is to capture detailed and grounded accounts of real people, real settings, and real-life experiences. It provided the researcher with the opportunity to examine the issue from multiple perspectives and to enrich the findings with diverse sources of evidence, ranging from official documents and interview notes to photographs taken during field visits.

To ensure the findings accurately reflected the actual situation on the ground, the study involved individuals directly engaged in the village's digital transformation. The village secretary and the head of the government affairs division were selected as key informants due to their hands-on involvement in implementing and managing digital technologies in the daily operations of local governance. Their insight was crucial in understanding both how the process unfolded and the practical challenges they faced along

the way. Their practical experiences and deep knowledge of how things work behind the scenes provided valuable insights not only into what was working but also into the real-world challenges of using digital technologies in local government (Yin 2011).

This research also employs a digital-based government communication approach. This approach is used to develop research arguments on the importance of the government's role in fostering interaction and information with the public. It is also the most appropriate approach to assess the government's adaptation to implementing a good governance model that adapts to information and communication technology. This government communication approach will be used by researchers to construct a narrative of the Sidomulyo village government's perspective on the provision of public services through village digitalization.

This study was limited by the fact that the research period was only three months, whereas to obtain highly valid results regarding the implementation of village digitalization, a longer period of at least one year is required. The digitalization of the Sidomulyo village government that is being implemented is still in prototype form, so further development is still needed, even though the initial implementation trials showed that the performance of Sidomulyo village staff was more efficient and effective.

## **RESULT AND DISCUSSION**

Sidomulyo Village is located in Bangsal District, Mojokerto Regency, and consists of four hamlets: Seno, Genukwatu, Sidomulyo, and Sawahan. Sidomulyo Village has the highest population density in Bangsal District, at 3,737.93 people per square kilometer. Sidomulyo Village also boasts the largest number of educational facilities in Bangsal District, with four schools: one public elementary school, one private Islamic elementary school, and two private junior high schools. Although Bangsal District remains predominantly agricultural, Sidomulyo Village only has two farmer groups with 64 members.

In mid-2024, Sidomulyo Village began digitalization through the development of a village website. This website development was supported by students from the Majapahit Islamic University Community Service Program (KKN). However, in mid-2024, the development of the village website was still hampered by infrastructure, equipment, and funding for hosting. In early 2025, Sidomulyo village was ready to implement digital government transformation.

The Sidomulyo village government's digitalization of government is aimed at addressing various challenges in good governance. Through digitalization, the village government's transparency and accountability can be effectively implemented through public reporting on the Sidomulyo village website. Through a digital service system, the government can also efficiently and effectively provide services regardless of who needs them, its inclusive nature and the upholding of the rule of law.

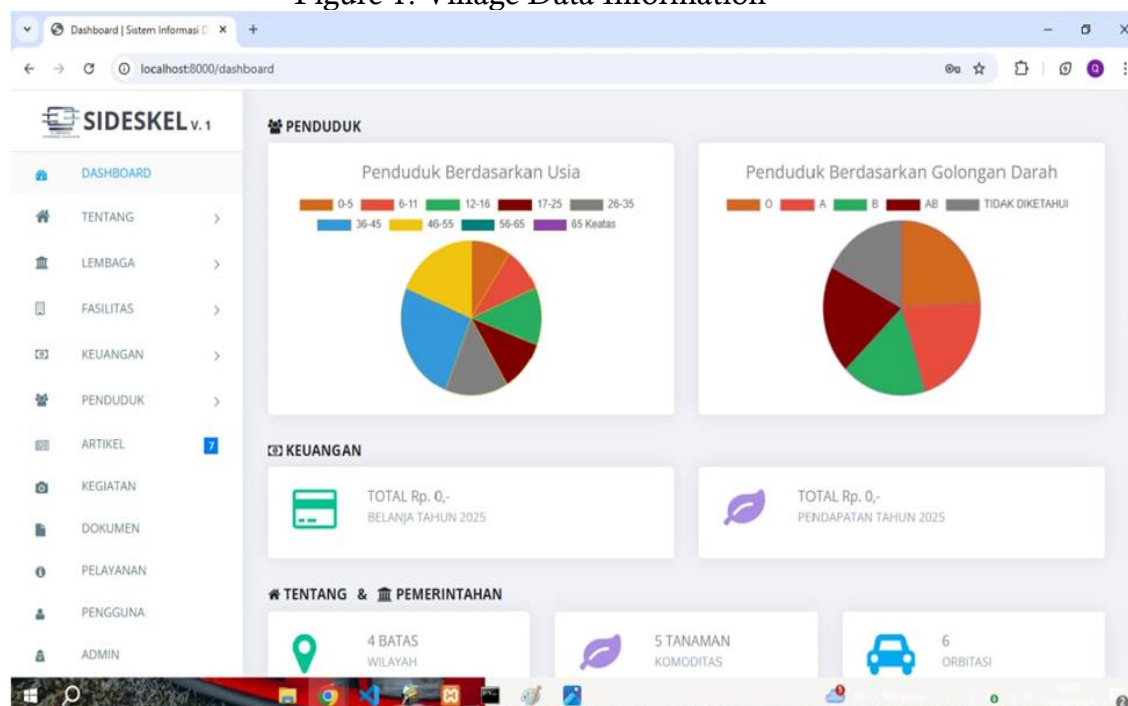
Through government digitalization, village governance has become more efficient and effective, as evidenced by the increasingly easy communication between the village government and the community. Communication regarding services has become easier and more concise, as residents simply access the village website application system to provide suggestions or access administrative services. However, this increasingly streamlined communication has not diminished the personal, humanistic closeness between the village government and the community. Increasing government

responsiveness has actually strengthened the bonds of togetherness between the government, the community, and the private sector, creating synergy.

The digitalization of government, which aims to improve bureaucratic performance and enhance public services, also serves to synergize data across government institutions. Data synergy between institutions is essential for policymaking that is targeted and beneficial to the public. In reality, various institutions often have different databases, making them unsuitable for policymaking. Through digitalization, each government institution is expected to have appropriate data that is synchronized with other institutions.

The digitalization of government in Sidomulyo village is also being implemented to provide relevant village institution data that can be connected to other institutions such as the sub-district and the Statistics Indonesia (BPS). The digitalization of the Sidomulyo village government also displays data that demonstrates the village's potential and mapping for public access and connectivity with other government institutions. Through Sideskel, Sidomulyo village also displays basic data collected by the village, as shown in the following image:

Figure 1. Village Data Information



The digitalization of the Sidomulyo village government, presented in the form of a village website, has been designed based on the village's needs. As shown in the image above, public access to village transparency and accountability can be accessed through the "institutions" and "finance" menus. The "documents" menu allows the public to access various village decisions and other policies related to the village, which serve as literacy resources for the community to understand and actively participate in monitoring the administration and participating in village government programs.

The "population" and "facilities" menus display the village, accessible to the general public for data on potential and resource mapping. This data can be used by academics to assess the general condition of Sidomulyo Village, as well as by other private parties

seeking to synergize their companies' performance with the Sidomulyo Village community. Both menus can also be accessed by village, regional, and national government institutions to collect data on Sidomulyo Village and develop policies that are tailored to their needs and targets.

In order to improve the efficiency and effectiveness of village public services, village residents can specifically access the "user" menu because this menu is only accessible to all residents of Sidomulyo village through integrated population number registration. Through this menu, Sidomulyo village residents can access all administrative needs without having to come to the village because the submission of administrative needs to the results of the letter can be directly accessed by the community through this menu with a service limit of 1 x 24 hours. Efficiency and effectiveness of time and ease of flow will make it easier for the community to enjoy village public services.

The "admin" menu, which provides control over village services and performance, allows the public to access this menu. The public can offer suggestions and criticisms of the government without hesitation or fear, as this menu is open and anonymous, with no user restrictions. The principles of good governance were created not only to facilitate public services and improve bureaucratic performance, but also to provide a means for public oversight and control over the performance and achievements of village government work programs.

The initial phase of government digitalization implemented by Sidomulyo village can be considered a trial phase. Within three months of implementation, the village bureaucracy has seen improvements in work efficiency and time effectiveness in both service delivery and administration. The community still needs time to adapt to some of the menu applications on the village website, but this has not become a barrier, as all village staff continue to intensively communicate with the community through a humanistic approach. Various evaluations are still needed to improve the performance of the application system itself and to ensure adaptation by both the government and the community as users.

From the various illustrations above, based on the principles of good governance, several achievements of the Sidomulyo village government can be seen, as follows: The Rule of Law principle is realized through accessibility for service users regardless of age, education, or other factors that limit a person's ability to enjoy public government services. This principle can be effectively implemented through digital access to administrative services designed with an integrated Population Identification Number (NIK) as an access key that identifies users as residents of Sidomulyo village. Through this digital NIK-based login, all parties can access any public service provided by the village. Public services are easily accessible to anyone, anywhere, as mandated by law.

The principle of transparency is demonstrated by the Sidomulyo village government through its openness regarding the use of village funds, which will be published on the village website. In this context, the government is transparently disclosing public information so that it can be accessed by any party who wants to clearly understand how village funds are being used and whether programs are actually being implemented for the general welfare of the community. The village transparency process through the village website's digital platform will also increase public trust in the Sidomulyo village government's performance. Balanced and accurate transparency will foster a stronger collaboration between the government and the community.



The principle of accountability will be present automatically because the transparency process has been implemented. Accountability through the village website's digital platform will serve as a means of government oversight for the community regarding all policies and actions taken by the village government. This accountability will build a more robust and controlled performance system for village bureaucrats, as the community can easily see how the village government is performing. Village government performance is considered accountable because it complies with the mandate of the law and the community.

The Principle of Participation, where good governance will be more effective through community and private sector participation. The Sidomulyo village government can be considered the technical implementer of all government policies and jointly agreed-upon development work programs. Participation will foster a sense of ownership among all elements of the Sidomulyo community, ensuring the successful achievement of agreed-upon development and empowerment goals. Transparency of information on all work program activities through the village's digital platform will increase community participation, both physically and morally.

The Principle of Responsiveness, where digitalization fosters awareness of community dynamics, resulting in more efficient and effective performance. Village government policies and work programs disseminated on various digital platforms will receive significant feedback from the community, serving as a tool for the village government to improve. Any complaints and obstacles that arise within the community must be promptly resolved by the government to prevent future disruptions to its performance.

The above illustration demonstrates that Sidomulyo village government governance will positively impact organizational performance and community relations. Digital-based government communication within the Sidomulyo village government has also been shown to be easier and more efficient, eliminating barriers of time and space. The trial of using a prototype for the Sidomulyo village government's digitalization via a website has been quite successful, but further study is needed to achieve optimal results and make improvements more appropriate for general use.

The Sidomulyo village government needs to conduct outreach through humane and effective communication with users of village public services. The community needs to be familiarized with technology and the various advantages of digitalization explained. Intense communication between the government and the community at the beginning of village digitalization is essential to minimize potential obstacles for both the community as users and the government as service providers. Through government digitalization, good governance will be effectively implemented if the community experiences its various benefits.

The findings of this study indicate that the initial steps toward digital government implementation in Sidomulyo Village have yielded positive outcomes for both local authorities and the community. The digitalisation initiative—particularly through the development of the village website has begun to reshape the way information is managed, accessed, and distributed at the village level. This transformation has not only improved the internal efficiency of government operations but also strengthened external communication and transparency with the public.

By offering digital access to administrative services, financial transparency, policy documents, and village potential data, the platform serves as a centralised gateway for both

residents and general users, including stakeholders outside the village, who seek timely and accurate information. This type of open access to public information fosters greater synergy between the government and citizens, encourages civic participation, and aligns with the broader principles of good governance, particularly in terms of transparency, responsiveness, and participation (UNDP, 1997; Criado, et al. 2013).

The Sidomulyo Village government's efforts align with the Indonesian government's national agenda for administrative reform through the Electronic-Based Government System (SPBE), as outlined in Presidential Regulation No. 95 of 2018. SPBE encourages the integration of information and communication technology (ICT) into public administration to create a government that is not only more efficient but also clean, transparent, and citizen-centred. The Sidomulyo initiative can thus be seen as a practical and localised realisation of these national goals. Although the digitalisation process is still in its early phase, the ability of Sidomulyo Village to design and implement a working prototype signals a significant step forward in realising village autonomy through digital innovation.

These achievements also demonstrate the village government's institutional readiness, leadership commitment, and willingness to adopt digital tools, which are essential components of sustainable e-governance (Mergel 2013; OECD 2003). If sustained and further developed, the model demonstrated by Sidomulyo Village may serve as a reference for other villages seeking to improve governance through digital means. The integration of technology into local governance is no longer a technical matter, but a strategic governance choice, one that has the potential to transform public service delivery and community engagement at the grassroots level.

## CONCLUSION

The early implementation of a digital government platform in Sidomulyo Village demonstrates that even at the lowest administrative level, digital tools can serve as practical enablers of good governance when aligned with national policy direction (SPBE) and supported by local leadership. By publishing institutional structures, financial reports, and governing documents online, the village is taking concrete steps toward transparency and public accountability. Linking citizen access to services through Population Identification Numbers (NIK) expands inclusive, rule of law based access to administrative services, reducing discretion and standardising eligibility across residents. This digital authentication supports legal clarity while simplifying service user verification.

Service menus restricted to registered residents, along with a stated 1×24-hour processing target, illustrate how digital workflows can improve efficiency, effectiveness, and responsiveness in local public service delivery. Field observations indicate a reduction in transaction time for routine letters and an improvement in internal coordination among village staff. Participation channels embedded in the "admin" (public feedback) function, together with open access to planning and finance data, help cultivate community oversight and encourage shared ownership of development programs. This form of digital government communication supports a more collaborative governance environment among the village, community groups, and potential private partners.

Despite these gains, several challenges limit the scale and sustainability of the initiative, including infrastructure gaps, hosting and equipment constraints, uneven digital skills among residents, and the pilot status of the system during the three-month research window. Continued training, user socialisation, technical refinement, and budget support

are necessary for digitalisation to transition from a prototype to a fully institutionalised practice. Overall, the Sidomulyo experience suggests that when digital platforms are intentionally designed around sound governance principles, transparency, accountability, participation, inclusiveness, and service quality, they can strengthen village autonomy and contribute to national digital government goals. Scaling similar initiatives will require coordinated policy support, interoperable data standards across government levels, and sustained community engagement.

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