

# Evaluating the Effectiveness of Bejijong Village Website in Smart Governance and Cultural Tourism

*by I Made Putra*

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## Evaluating the Effectiveness of Bejjong Village Website in Smart Governance and Cultural Tourism

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Made Arie Widyasthana Wartana Putra <sup>1</sup>; Durratun Nashihah <sup>2</sup>; Wibisono Poespito Hadi <sup>3</sup>;  
Mutihara Sufiyah Sabanindah <sup>4</sup>; Putri Kusuma Ningrum <sup>5</sup>

<sup>1,2,3,4,5</sup> Faculty of Social Science and Political Science, University of Merdeka Malang, Malang, East Java, Indonesia

\*Correspondence : [made.putra@unmer.ac.id](mailto:made.putra@unmer.ac.id)

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### ABSTRACT

The digital transformation of rural governance has become a key strategy to promote transparency, efficiency, and inclusivity in line with Sustainable Development Goal 11. This study evaluates the effectiveness of Bejjong Village's official website as a tool for smart village governance and cultural-historical tourism promotion. Using a descriptive research design with a literature review approach, this study analyzes 35 peer-reviewed journal articles published between 2018 and 2025, obtained from Scopus, Web of Science, Google Scholar, and SINTA databases. The analysis focuses on the website's content, functionality, accessibility, and long-term governance impacts. Findings show that the website effectively provides comprehensive information on village profiles, governance structures, and financial transparency, thereby strengthening local accountability and public trust. Additional features such as development reports, SDGs monitoring, and the *Lapak Desa* marketplace demonstrate the village's alignment with broader development frameworks and efforts to empower local economic participation. However, several challenges persist, including the absence of accessibility tools for vulnerable groups, limited interactive services, and irregular content updates, which restrict the website's progress beyond the informational stage of e-government maturity. This study contributes to the growing discourse on smart governance and digital transformation at the village level by emphasizing the role of digital platforms in promoting transparency and cultural heritage-based tourism. Future studies should incorporate user-based evaluation to measure satisfaction and accessibility outcomes, enabling more comprehensive insights into how digital governance initiatives impact inclusivity and citizen engagement.

### Keywords

Digital governance, e-government, sustainable development, village website.

## Introduction

Sustainable development has become a global agenda formulated through 17 Sustainable Development Goals (SDGs). One of the important pillars is SDG 11, which targets the creation of inclusive, safe, resilient, and sustainable cities and settlements (Luthfi et al., 2025; Pal et al., 2022). Within this framework, village digitization is seen as a key strategy because it enables public services to be delivered more quickly, accurately, and transparently, while strengthening community participation in the development process (Arcuri et al., 2023). Global developments and national policies require villages to be inclusive, resilient, and competitive, especially in the spirit of sustainable development and community participation (Shcherbina & Gorbenkova, 2018; Zhang & Zhang, 2020). The digitization of villages as a technology-based transformation strategy enables public services to become faster, more transparent, and more responsive to local needs.

The digitization of villages provides opportunities for more efficient management of population data, distribution of social assistance, spatial planning, and monitoring of infrastructure development. Villagers can access information about disasters, health, and education more easily. In fact, local potential such as MSME products and tourism can be promoted online, thereby encouraging sustainable economic growth (I. M. A. W. W. Putra & Sajida, 2023). Thus, digitization plays a direct role in realizing resilient, inclusive, and competitive villages in accordance with SDG 11. History and culture-based tourism villages integrated with the Smart Village approach are expected to optimize promotion, resource management, and cultural preservation (Damayanti & Subekti, 2019; I. M. A. W. W. Putra & Huda, 2022). This is in line with the concept of digitalization as a new culture that improves access to services, education, and social inclusion in villages, contributing to quality of life and equitable development (Lailiyah, 2022).

However, empirical evidence shows that achieving this ideal goal still faces various obstacles. China's experience, for example, confirms that structured digital village development through the national "Digital Village Development Strategy" has succeeded in bringing about significant transformation. Through the support of broadband infrastructure, digital public services, and the strengthening of e-commerce-based community economies such as Taobao Villages, villages have experienced an increase in income and digital literacy (Ma et al., 2024). This success demonstrates the importance of a centralized approach, collaboration between the government and the private sector, and significant investment in infrastructure.

In contrast, in Indonesia, the development of digital villages is still sporadic, with a bottom-up approach through local initiatives or support from educational institutions. The primary focus revolves around administrative digitization, village website development, and basic digital literacy training. Fundamental challenges include limited ICT infrastructure, insufficient budget allocation, and low human resource capacity in certain regions. As a result, village digitization in Indonesia has

yet to be fully integrated into the national digital economy system (Fardani et al., 2022; Lailiyah, 2022; I. M. A. W. W. Putra et al., 2024). In various cases in Indonesia, tourism digitization, which includes websites, social media, and applications, has been proven to facilitate tourism services, streamline marketing, and reduce operational costs for managers and tourists (Malik et al., 2022; Purnomo et al., 2020). However, most tourist villages emphasize natural attractions over historical attractions. Historical tourist attractions still receive little attention from tourists, indicating that the development of culture- and history-based tourist villages is not yet optimal (Sujana et al., 2020).

A number of previous studies have confirmed that village digitization can improve the effectiveness of public services, transparency of governance, and strengthen local identity through the development of tourist villages (Clarke, 2017; Manggabarani et al., 2023; Wijaya & Sari, 2020). Studies in China show the success of nationally planned digital transformation in villages, while research in Indonesia focuses more on technical obstacles and limited capacity (Agustine, 2020; Asharri & Astuti, 2019). However, studies that specifically assess the effectiveness of digital innovation at the village level based on cultural and historical potential are still rare. This has created a research gap regarding how digitization can promote the development of historical and cultural tourism villages using the Smart Village approach.

In this context, Bejjong Village in Mojokerto Regency is a unique example. This village has historical significance as the former center of the Majapahit Kingdom, rich in cultural heritage and historical artifacts. This potential presents a significant opportunity to develop the village as a historical and cultural tourism destination. The village government has initiated digitalization through the development of an official website as a promotional tool and information provider for the village. However, there has been no comprehensive study evaluating the effectiveness of these digital innovations in supporting tourism and village development. Literature presenting evaluations of the effectiveness of digital innovations, particularly village websites in supporting historical and cultural tourism, remains very limited. Research gaps emerge due to the lack of studies empirically assessing the interaction between village digital features and their impact on the development of historical tourism villages.

This research is important because it can bridge this gap by providing empirical insights into how digital innovations, in this case village websites, influence the effectiveness of promotion, community engagement, and the preservation of historical cultural heritage. Bejjong Village, as the former center of the Majapahit Kingdom, serves as an ideal research context due to its wealth of artifacts and significant historical tourism potential. The objective of this study is to evaluate the effectiveness of the Bejjong Village website as a Smart Village and smart tourism tool by analyzing its content, features, structure, and its relationship with output,

outcome, and impact indicators of development. Practical contributions are expected in the form of recommendations for enhancing community participation, service transparency, cultural preservation, and strengthening the local economy in line with the spirit of Law No. 6 of 2014.

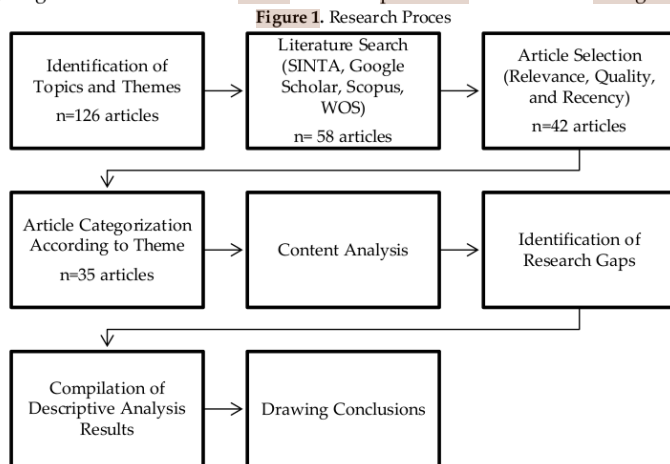
Therefore, this study aims to assess the effectiveness of Bejijong Village's official website as a tool of smart village governance and cultural-historical tourism promotion, by analyzing its content, functionality, accessibility, and long-term governance impacts. Previous studies on digital villages in Indonesia have predominantly concentrated on administrative digitization, such as online population management systems, e-budgeting, and digital literacy programs. While these efforts contribute to transparency and service efficiency, they rarely address how digital platforms can promote local identity and cultural-historical assets. This study, therefore, offers a distinct contribution by evaluating the performance of a village website not merely as an administrative tool, but as a medium for advancing cultural-historical tourism and strengthening community participation within the framework of smart governance.

## 16 Method

This study uses a descriptive method with a literature review approach. The descriptive method was chosen because it can provide a systematic and accurate description of the phenomenon being studied based on available data sources (Creswell, 2018). Literature studies are used to identify, examine, and analyze various relevant previous research results, thereby obtaining a comprehensive understanding of the issues being studied (Firmansyah & Dede, 2022; Winchester & Sali, 2016). The data in this study consist entirely of secondary sources, comprising 35 peer-reviewed journal articles published between 2018 and 2025. These articles were obtained from several academic databases, including Scopus, Web of Science (WoS), Google Scholar, and SINTA (1-4). The article selection process followed a simplified version of the Preferred Reporting Items for Systematic Reviews and Meta-Analyses (PRISMA) framework to ensure methodological transparency. The selection began with the identification stage, in which 126 records were retrieved using specific keywords such as "digital village," "smart governance," "village website," and "smart tourism." In the screening stage, 58 records were excluded due to duplication or irrelevance to the research topic. During the eligibility assessment, 42 full-text articles were reviewed for relevance and methodological rigor. Finally, 35 articles met the inclusion criteria and were incorporated into the final synthesis.

The inclusion criteria consisted of: (a) research focusing on digital governance, smart village, or e-government implementation at the village level; (b) publications appearing in peer-reviewed journals between 2018–2025; and (c) full-text availability in English or Indonesian. Conversely, the exclusion criteria encompassed non-peer-

reviewed materials, conference proceedings, and studies focusing solely on urban digital governance. The flow of the selection process is summarized in Figure 1.



Source: Process by author, 2025.

The selected articles were then analyzed using content analysis techniques, emphasizing thematic categorization to identify patterns, similarities, differences, and research gaps related to digital governance performance, accessibility, and inclusivity at the village level. The findings of this analysis are presented descriptively to provide a comprehensive overview of how village digital platforms, particularly Bejjong's website, contribute to strengthening transparency, participation, and cultural heritage-based tourism governance (Rahim et al., 2024).

## Result and Discussion

### 1. Availability and Functionality of Innovation

The digital transformation of Bejjong Village, as represented by its official website (<https://bejjong.desa.id>), reflects a growing commitment to open governance and public sector innovation at the village level. The findings from the evaluation show that the website has successfully provided basic yet essential public information, which includes the village profile, governance structure, and vision and mission statements. These components are integral not only for strengthening transparency but also for cultivating trust between the community and its local government. As observed in previous studies on e-government in rural contexts, accessible information portals reduce the asymmetry of information between governing authorities and citizens (Purwanto et al., 2021; Sørensen & Torfing, 2021).

The evaluation revealed that the village profile obtained a maximum score, indicating its comprehensiveness and clarity. This section provides fundamental

insights into the village's identity, including demographic characteristics, geographic boundaries, and socio-cultural features. The availability of such information fulfills the criteria of "effectiveness" within (Dunn, 2018) framework for policy evaluation, wherein effectiveness is defined as the extent to which policy goals are achieved. By making its profile available, Bejjong Village has effectively met the basic objective of ensuring that community members and external stakeholders alike can understand the unique characteristics of the village.

Similarly, the vision and mission statements were also scored at the highest level, affirming their clear presence and accessibility. This is critical because vision and mission statements function as a strategic compass for governance and community development. According to (Uche et al., 2015), clear articulation of vision and mission provides coherence and direction for public institutions, particularly at the grassroots level where citizen participation and policy legitimacy are highly intertwined. By contrast, the "overview" section, which includes symbolic elements such as the village motto and emblem, received only a partial score. This gap is not trivial. Symbols, as highlighted by (Bordieu, 1986), play a crucial role in reinforcing collective identity and cultural legitimacy. The absence of complete symbolic representation diminishes the full potential of the website as an instrument of local identity-building.

Figure 2. Website Bejjong Village



Source: Author's capture from <https://bejjong.desa.id>, 2025.

From a broader perspective, the website accumulated a total score of 34, suggesting that while the foundational aspects of information availability are solid, opportunities for improvement remain. In particular, strengthening the symbolic and identity-related components could enhance the website's representational role. According from (Colomb & Moreira de Souza, 2024), argue that in community-based governance, digital platforms are not merely repositories of information but also arenas for identity construction and cultural negotiation. Thus, the omission of key identity markers may inadvertently weaken the village's digital branding efforts, which are increasingly important in promoting rural tourism and local products.

Beyond content, the functionality of the website was evaluated based on the breadth and depth of its features. These include information on governance (organizational structure, legal products, and public information), demographic data (education, employment, religion, age distribution, and electoral rolls), development planning (Indeks Desa Membangun/IDM and Sustainable Development Goals/SDGs reports), and financial transparency (village budget/APBDes). Additional features such as photo and video documentation, news archives, and statistical data on visitors further enrich the informational landscape. From the perspective of (Dunn, 2018), policy evaluation dimensions, this reflects both adequacy and efficiency. Adequacy refers to the extent to which available information and services meet public needs, while efficiency concerns the capacity to deliver these services with minimal resource expenditure. The Bejjong Village website demonstrates adequacy by addressing multiple dimensions of public information needs within a single platform, and efficiency by reducing reliance on physical office visits.

The integration of diverse informational categories into one cohesive platform resonates with the principles of digital governance, which emphasize interconnectivity, user-centered design, and service integration (Guo & Shen, 2024). Importantly, the absence of login barriers further enhances accessibility, aligning with the principles of open government as advocated by the OECD (2016). This ensures that information is not only available but also immediately accessible to all, thereby fostering inclusivity. However, the findings also underscore areas for future development. The current system primarily serves as an information portal rather than a transactional platform. For instance, there is no facility for online submission of administrative documents, nor is there an integrated system for real-time service tracking. The inclusion of such features could elevate the website from a static information provider to an interactive governance tool.

The importance of such an evolution is underscored by global best practices. According to (I. M. A. W. W. Putra et al., 2024), the maturity of e-government initiatives can be measured through a progression from information provision to interaction, transaction, and finally, transformation. In this framework, Bejjong's website can be positioned within the "information" stage, with partial elements of "interaction." Moving toward "transaction" would require features such as online form submission, integrated databases, and digital signatures, while "transformation" would involve reconfiguring governance processes to be fully digital by default.

Despite these limitations, the existing functionality already provides significant value for the community. The inclusion of IDM and SDGs monitoring data, for example, represents a forward-looking approach that situates local governance within broader developmental frameworks. This aligns with the global agenda of sustainable development and Indonesia's national policy emphasis on village-level contributions to SDGs (Galang-Danganan, 2025). By embedding such indicators into

the website, Bejjong demonstrates awareness of its role not only in local governance but also in contributing to global developmental discourses.

Furthermore, the provision of financial transparency through the APBDes feature is particularly noteworthy. Transparency in budgetary matters is a cornerstone of accountable governance, and its digital publication enhances community trust and oversight. Prior studies have shown that digital budget transparency reduces the risks of mismanagement and corruption while fostering participatory budgeting practices (Wicaksono, 2020). In this sense, Bejjong Village's website functions as both an information tool and a mechanism for social accountability.

## 2. Accessibility and Community Use

Accessibility is a critical component in assessing the inclusiveness and equity of public digital services. While the Bejjong Village website demonstrates commendable achievements in information availability and functionality, the findings of this study reveal notable deficiencies in terms of accessibility, particularly for vulnerable groups such as the elderly and people with disabilities. Based on the evaluation summarized in Table 1: Accessibility of Bejjong Village Website, key accessibility features such as text-to-voice, voice-to-text, video subtitles, and voice command are entirely absent, each scoring zero. Furthermore, external testing through the Accessibility Checker (<https://www.accessibilitychecker.org>) indicates that the website does not comply with international standards such as the Americans with Disabilities Act (ADA), Web Content Accessibility Guidelines (WCAG), or Section 508. This confirms that, despite being open and publicly accessible, the platform falls short of universal design principles that ensure equal access for all.

The absence of these features highlights a gap in the website's alignment with the principles of digital inclusion. According to (Sajida et al., 2023), accessibility is not an optional component of digital governance but a fundamental requirement to ensure that no citizen is excluded from public services due to physical or cognitive limitations. Without accessibility tools, individuals with visual, auditory, or motor impairments are effectively marginalized in their interactions with digital governance platforms. This not only violates the principle of non-discrimination but also undermines the government's obligation to serve all constituents equally.

From the perspective of Dunn (2018) evaluation framework, two dimensions are particularly relevant here: efficiency and equity. In terms of efficiency, the website provides a platform that reduces physical administrative burdens by allowing the general population to access information remotely. However, the absence of accessibility features for persons with disabilities diminishes equity, as certain groups cannot benefit from the same efficiency gains as others. Equity, in this context, refers to the fair distribution of policy benefits and burdens across different segments of society. The current configuration of the Bejjong website inadvertently privileges able-bodied users while excluding those with specific needs.

**Table 1.** Level of Accessibility and Use by the Community

Assessment		Available and complete (2)	Available and complete (1)	None (0)	Description
Services for persons with disabilities	<i>Text to voice</i>			0	None
	<i>Vvoice to text</i>			0	None
	Subtitle video			0	None
	<i>Vvoice command</i>			0	None
Assessment				0	None
<i>Accessibility check</i>	<i>Accessibility Checker :</i> <a href="https://www.accessibilitychecker.org/">https://www.accessibilitychecker.org/</a>			0	The village website cannot be checked for web accessibility according to ADA (American), WCAG, Section 508, EAA, and other standards.

*Source: Process by author, 2025.*

Nonetheless, it is important to acknowledge that the website exhibits a degree of functional accessibility for the general public. Its open access, without login barriers, ensures that information is broadly available. The website’s clear menu structure, categorized information, and simple navigation enable average users to quickly obtain desired content, ranging from village profiles and activities to tourism potentials. These elements reflect user-friendly design principles that facilitate engagement, aligning with findings by I. M. A. W. W. Putra & Wardhani (2024) on usability heuristics in digital interfaces. In practice, this means that ordinary citizens can stay informed about governance processes, village events, and development initiatives without significant obstacles.

Moreover, the website enhances transparency by providing detailed information on governance structures, village budgets, and regulatory documents. The open availability of this information ensures that stakeholders; including residents, researchers, and external partners can scrutinize village governance practices. This resonates with the principle of “open government,” which emphasizes transparency, accountability, and citizen participation (UNDP, 2001). However, while transparency may be achieved for the general public, inclusivity remains an unresolved challenge.

The implications of these findings are profound. First, the lack of inclusive accessibility undermines the village's ability to fully realize the potential of digital governance as a tool for social inclusion. As Galushi & Malatji (2022) emphasizes, true digital inclusion requires not only physical access to technology but also equitable usability across diverse user groups. Second, the exclusion of persons with disabilities may have legal and ethical consequences, particularly in light of Indonesia's commitments to the Convention on the Rights of Persons with Disabilities (CRPD). Ensuring digital accessibility at the village level is therefore not only a matter of best practice but also a legal and moral obligation.

In terms of community use, the website has demonstrated effectiveness in promoting openness and information sharing among the general population. Residents can access current news, updates on development activities, and documentation of cultural events. The availability of tourism-related content also expands its audience beyond local residents, serving as a promotional tool for visitors and investors. However, usage remains constrained by the lack of interactive services. Citizens cannot yet submit service requests, track administrative processes, or engage in participatory decision-making directly through the platform. This represents a missed opportunity to strengthen citizen-government interaction, which scholars such as Coleman (1988) identify as central to democratic e-governance.

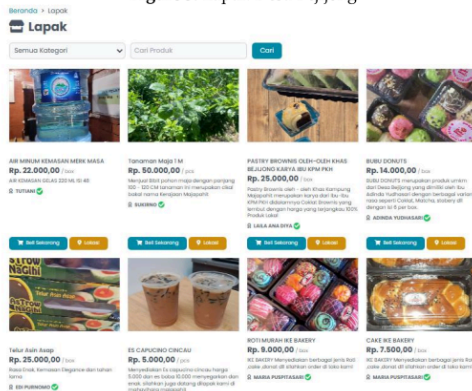
### 3. Long-Term Impacts on Efficiency and Service Quality

The integration of digital platforms into village governance is not only a short-term solution for improving transparency and communication but also a strategic investment in long-term efficiency and service quality. The Bejjong Village website exemplifies this trajectory, as it has begun to reconfigure the modalities of public service delivery through digital channels. The implications of this transformation extend beyond immediate convenience, promising structural shifts in how governance, accountability, and citizen participation are realized at the local level.

One of the primary long-term impacts of the website is the enhancement of administrative efficiency. By providing a centralized, digital repository of information; including regulatory documents, financial reports, and demographic statistics; the platform reduces the reliance on manual procedures and paper-based documentation. This shift aligns with findings by Kapitonov et al. (2020) who argue that digitalization in the public sector minimizes transaction costs, reduces administrative redundancies, and accelerates the flow of information. In the case of Bejjong, citizens no longer need to visit the village office for basic inquiries such as budget transparency or governance structure, as this information is readily available online. Such streamlining not only saves time for residents but also optimizes the use of human resources within the village administration, allowing staff to allocate more time to substantive tasks rather than routine information provision.

Beyond efficiency, the website contributes to service quality by enhancing transparency, accountability, and responsiveness. Transparency is particularly evident in the open publication of the village budget (APBDes), development activities, and social assistance distribution, all of which can be accessed through the website interface (Figure 5. Laman APBDes 2025). The public availability of such information strengthens accountability by enabling citizens to scrutinize how resources are allocated and spent. This dynamic resonates with the concept of “social accountability,” where transparency tools empower citizens to hold governments responsible for their actions (Fox, 2018).

Figure 3. Lapak Desa Bejjiong



Source: Author's capture from <https://bejjiong.desa.id>, 2025.

Responsiveness, another dimension of service quality, is reflected in the interactive features of the website, such as the complaint system and the “Lapak Desa” marketplace. These tools allow citizens to voice concerns regarding infrastructure or public services, while also offering a platform for local micro and small enterprises (UMKM) to promote their products. Such mechanisms embody the principle of participatory governance, as they establish two-way communication channels between authorities and citizens (I. M. A. W. W. P. Putra et al., 2025; I. M. A. W. W. Putra & Sajida, 2023). Although the complaint feature requires further improvement to ensure follow-up and feedback, its existence represents an important step toward responsive governance at the village level.

From the perspective of Dunn (2018) evaluative framework, these developments can be assessed through the indicators of responsiveness and appropriateness (accuracy). Responsiveness is reflected in the ability of the website to capture and address the needs and aspirations of the community. For example, the “Lapak Desa” feature not only promotes local economic activities but also responds to the broader policy objective of rural economic empowerment. Similarly, the complaint system reflects responsiveness to citizen demands for more

transparent and accountable public service delivery. Appropriateness, on the other hand, pertains to the degree of alignment between policy solutions and the problems they seek to address. The digitalization of Bejijong's public services directly tackles the issues of bureaucratic inefficiency and limited access to information, thereby representing an appropriate and targeted intervention.

The long-term benefits of these digital innovations also extend to the realm of public trust. Studies show that transparency and accountability are strongly correlated with citizen trust in government (Bennett, 2010). In Bejijong, the consistent publication of financial and development data fosters an environment of openness, which can gradually increase confidence in village authorities. Trust, in turn, enhances citizen cooperation and participation, creating a virtuous cycle of engagement that strengthens governance outcomes.

However, it is important to note that the realization of these long-term benefits depends on several conditions. First, the sustainability of the website requires continuous content updates and system maintenance. As noted by (Vaia et al., 2022), digital governance initiatives often fail when technological infrastructure is not accompanied by institutional capacity for upkeep. In Bejijong, irregular updates to certain sections (such as village news or event schedules) may undermine the credibility of the website over time. Second, integration with higher-level government systems (e.g., district or national databases) remains limited. Without such integration, the website risks becoming an isolated information silo rather than a fully integrated component of Indonesia's digital governance ecosystem.

Third, the quality of responsiveness is contingent upon the government's ability to act on citizen feedback. While the complaint system allows residents to lodge grievances, the absence of clear follow-up mechanisms weakens its utility as a trust-building tool. According to (Emerson & Nabatchi, 2015), participatory mechanisms must be accompanied by institutional responsiveness in order to generate meaningful citizen engagement. Thus, to maximize long-term impacts, Bejijong must institutionalize processes for addressing and reporting back on citizen complaints.

In conclusion, the Bejijong Village website holds considerable potential to transform the efficiency and quality of local public services over the long term. By reducing administrative burdens, enhancing transparency, and fostering responsive governance, the platform contributes to both operational improvements and citizen trust. Nevertheless, sustaining these impacts will require continuous updates, stronger integration with broader governance systems, and mechanisms to ensure follow-up on citizen feedback. Addressing these challenges will be critical to fully realizing the transformative promise of digital governance at the village level.

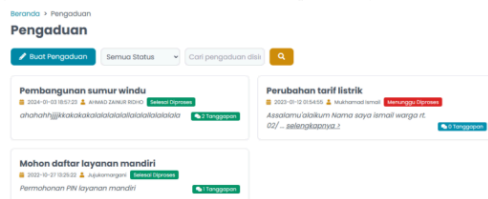
The success of the Bejijong Village website as a digital innovation platform cannot be separated from the presence of several supporting factors that enable its functionality and sustainability. These factors operate at the intersection of

governance capacity, technological infrastructure, and community engagement, all of which are necessary to ensure that the website fulfills its objectives as a medium of information dissemination, service delivery, and participatory governance.

The first supporting factor is the effectiveness of information provision. As highlighted in the evaluation results, the website offers a wide range of content categories, including village profiles, governance structures, historical information, and financial transparency through APBDes. According to (Dunn, 2018), evaluative criteria, this reflects the indicator of effectiveness, wherein policy objectives; in this case, the provision of accurate and comprehensive public information are achieved. The comprehensiveness of information, coupled with the absence of login barriers, indicates a design philosophy rooted in user-friendliness and openness. This aligns with Nielsen's (1994) usability principles, which emphasize ease of access, clarity of navigation, and minimal cognitive load for users.

A second factor lies in the efficiency and adequacy of the website's digital features. Bejjong's platform goes beyond basic informational functions by integrating statistical data, audiovisual documentation, regulatory archives, and local marketplace features such as "Lapak Desa." This diversity of features minimizes the need for physical interaction and ensures that multiple public needs are met within a single digital ecosystem. Scholars of digital governance, such as (Agista, 2023) argue that efficiency in e-government stems from service integration and reduced transaction costs, both of which are evident in the Bejjong case. Adequacy is also demonstrated through the platform's responsiveness to various community needs, including access to education data, religious demographics, and local economic opportunities.

Figure 4. Website Complaint Page



Source: Author's capture from <https://bejjong.desa.id>, 2025.

A third supporting factor is the responsiveness and accuracy of services provided through the website. Features such as the complaint mechanism and publication of village development reports allow citizens to actively engage with governance processes. This aligns with the indicators of responsiveness and accuracy in Dunn's framework, as the website provides solutions that are relevant to pressing governance issues: the need for citizen input in infrastructure monitoring, and the demand for real-time financial accountability. Responsiveness

is particularly critical in democratic governance, as it signals the government's willingness to adapt to citizens' needs and preferences (Emerson & Nabatchi, 2015).

From a broader perspective, the website also benefits from policy alignment with national and global frameworks. By incorporating indicators from the Indeks Desa Membangun (IDM) and the Sustainable Development Goals (SDGs), Bejjong positions itself within Indonesia's national development agenda and the United Nations' global framework for sustainable development. This alignment not only strengthens the legitimacy of the website as a governance tool but also enhances its role as a monitoring mechanism for broader policy objectives (Ministry of Village, 2021). The integration of SDGs into local governance practices reflects the principles of "localizing global goals," as advocated by (UNDP, 2001), which argues that achieving sustainable development requires embedding global targets into local governance mechanisms.

Another factor supporting the effectiveness of the website is the community's increasing digital literacy. While rural areas often face challenges related to digital divide (Arcuri et al., 2023), Bejjong benefits from its location in East Java, a region with relatively high internet penetration compared to other rural areas in Indonesia (Asosiasi Penyelenggara Jasa Internet Indonesia, 2022). The accessibility of smartphones and affordable internet packages enables residents to engage more actively with digital governance platforms. Community members can access village information, report issues, and explore economic opportunities through "Lapak Desa," thereby strengthening the utility of the website as a participatory tool.

Finally, the role of leadership and institutional commitment must also be underscored. Local government initiatives, such as the Village Law (UU No. 6/2014), emphasize the autonomy of villages in managing their governance and development. In Bejjong, the adoption of a digital platform demonstrates a proactive approach by village leaders to embrace technology as a means of promoting transparency and efficiency. Leadership commitment is essential in overcoming resistance to change, allocating resources for system maintenance, and ensuring that the website remains updated and relevant. As (Defitri, 2022) notes, the sustainability of e-government initiatives is as much a question of political will as it is of technological capability.

In sum, the supporting factors that underpin the success of Bejjong's digital platform include the effectiveness of information provision, efficiency and adequacy of features, responsiveness and accuracy of services, alignment with national and global policy frameworks, rising community digital literacy, and strong leadership commitment. Together, these factors create an enabling environment for the website to function not only as an information portal but also as a strategic instrument for participatory and accountable village governance.

Despite the significant progress represented by the Bejjong Village website, several inhibiting factors constrain its capacity to function as an optimal instrument

of digital governance. These limitations are evident in technological, institutional, and social dimensions, and they pose challenges to both the inclusiveness and sustainability of the innovation. The first inhibiting factor is the absence of interactive administrative services. While the website provides a wide range of information; including village profiles, budgets, and development updates; it does not yet facilitate transactional services such as the online submission of letters, status tracking of applications, or digital queuing systems. Consequently, many administrative processes still rely on manual procedures at the village office. This undermines the efficiency gains expected from digitalization and runs counter to the stated objectives of e-government reforms, which emphasize not only transparency but also simplification of service delivery (I. M. A. W. W. Putra et al., 2023). The absence of such features places Bejjong's platform at the "informational" stage of e-government maturity, preventing it from progressing to the "transactional" or "transformational" stages where systemic efficiencies and citizen empowerment are maximized (Iqbal et al., 2021).

Second, the website faces challenges in terms of responsiveness and accountability mechanisms. Although a complaint page is available, the absence of follow-up tracking or public reporting on the resolution of complaints weakens the system's credibility. Citizens may submit grievances, but without transparency regarding the government's response, the mechanism risks becoming symbolic rather than substantive. This gap aligns with what (Emerson & Nabatchi, 2015), describe as the "participation-responsiveness gap," where participatory opportunities exist in form but lack meaningful government responsiveness. In the long run, such gaps may erode rather than build public trust, as citizens become skeptical of mechanisms that appear unresponsive.



Figure 5. Bejjong Village News

Source: Author's capture from <https://bejjong.desa.id>, 2025.

A third inhibiting factor relates to digital inclusivity and accessibility. As noted in Subsection 3.2, the website lacks features such as text-to-speech, screen reader

compatibility, or high-contrast modes. These limitations exclude persons with disabilities and elderly residents from fully benefiting from digital governance. The absence of inclusive design not only perpetuates the digital divide but also contradicts Indonesia's legal and international commitments to equitable access to public services. (Artisa & Dewi, 2023) highlights that inclusivity in digital governance requires attention not only to infrastructure but also to the social practices that ensure equitable use. Without deliberate strategies to address accessibility, the Bejjong platform risks reproducing social inequalities in digital form.

Fourth, the website suffers from irregular content maintenance and system integration issues. Evaluations indicate that certain sections, such as village news and event schedules, are not updated consistently. Some statistical data also lack clear timestamps, which diminishes their credibility. Regular updating is essential in maintaining citizen trust, as outdated or incomplete information undermines perceptions of transparency and accountability (I. M. A. W. W. Putra et al., 2023). Furthermore, the website remains largely isolated from broader governance systems, such as national databases on demographics or social assistance. This lack of integration reduces its potential to function as part of a larger ecosystem of e-government and "one data" initiatives. Without integration, the website risks becoming a siloed repository rather than a node in a dynamic governance network.

Finally, capacity and resource limitations within the village administration also pose a challenge. Effective digital governance requires not only technological infrastructure but also skilled human resources to manage and update content, respond to citizen queries, and ensure system security. In many rural contexts, limited budgets and insufficient technical expertise hinder the sustainability of digital platforms. In Bejjong, the absence of a dedicated technical team and reliance on manual updates heighten the risk of system stagnation. This resonates with (Defitri, 2022), "design-reality gap" theory, which argues that e-government initiatives often fail when the design of digital solutions does not adequately match the realities of organizational capacity and context.

## Conclusion

This study concludes that the digital transformation of Bejjong Village, represented through its official website, marks a significant advancement in promoting transparency, efficiency, and accountability within local governance. The website effectively provides comprehensive information on village profiles, governance structures, and financial transparency. The inclusion of features such as development reports, SDGs monitoring, and the Lapak Desa marketplace demonstrates alignment between local digital initiatives and broader national as well as global development agendas. These findings affirm that digital platforms at the

village level can serve not only as administrative instruments but also as drivers of participatory governance and community-based tourism.

Nevertheless, this study recognizes several limitations. The absence of accessibility features for persons with disabilities, the lack of interactive and transactional services, and the irregular updating of content limit the website's potential to reach the higher maturity stages of e-government transformation. Moreover, the study relies solely on secondary data, without direct user engagement or empirical validation of citizen experience. These constraints restrict the ability to measure perceived effectiveness, usability, and inclusivity from the perspective of end users.

Considering these limitations, future studies should incorporate user-based evaluation to measure satisfaction and accessibility outcomes. Such approaches can complement document-based assessments and provide richer insights into how digital governance tools function in practice. Strengthening accessibility standards, enhancing real-time interactive services, and integrating village platforms into broader e-government systems are essential steps toward achieving inclusive and sustainable smart governance. By addressing these gaps, village websites like Bejjong's can evolve from static information portals into transformative instruments of democratic and participatory governance.

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