

## **EXPLORATION OF THE IMPACT OF DIGITALIZATION ON THE PERFORMANCE MANAGEMENT OF HILIHAMBAWA VILLAGE OFFICIALS, GUNUNGSITOLI IDANOI DISTRICT, GUNUNGSITOLI CITY**

by

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### **ABSTRACT**

*Digitalization is a process of changing data, information, or activities from manual form into digital form so that it can make work more efficient. Digitalization also aims to increase accessibility and effectiveness in various aspects of life, for example from the business world, education, government, banking or even in daily activities so that what is currently done can be easily accessed and done. This study aims to analyze the implementation of digitalization in managing the performance of village officials in Hilihambawa Village, identify factors that are challenges in implementing digitalization in village government, evaluate the impact of digitalization on effectiveness, efficiency, and transparency in village governance. The method used in this study is a descriptive research method with a qualitative approach. The results of the study show that the implementation of digitalization in the Hilihambawa Village office shows a positive side and is very helpful in the performance of village officials, although faced with several challenges in implementing digitalization, the Hilihambawa Village government continues to strive to adapt to technology. The application of digitalization in Hilihambawa Village has been proven to increase effectiveness, efficiency, and transparency.*

**Keywords:** *Digitalization, Performance, Hilihambawa Village*

## **EKSPLORASI DAMPAK DIGITALISASI TERHADAP PENGELOLAAN KINERJA APARAT DESA HILIHAMBAWA KECAMATAN GUNUNGSITOLI IDANOI KOTA GUNUNGSITOLI**

### **ABSTRAK**

*Digitalisasi merupakan sebuah proses mengubah data, informasi, atau aktivitas dari bentuknya yang manual menjadi bentuk digital sehingga dapat mengefisiensi pekerjaan. Digitalisasi juga bertujuan untuk meningkatkan aksesibilitas, dan efektivitas dalam berbagai aspek kehidupan misalnya dari dunia bisnis, dunia pendidikan, pemerintahan, dunia perbankan atau bahkan dalam kegiatan sehari-hari sehingga apa yang di lakukan saat ini dapat dengan mudah diakses dan di lakukan. Penelitian ini bertujuan untuk Menganalisis implementasi digitalisasi dalam pengelolaan kinerja aparat desa di Desa Hilihambawa, Mengidentifikasi faktor-faktor yang menjadi tantangan dalam penerapan digitalisasi di pemerintahan desa, Mengevaluasi dampak digitalisasi terhadap efektivitas, efisiensi, dan transparansi dalam tata kelola pemerintahan Desa. Adapun metode yang digunakan dalam penelitian ini adalah metode penelitian deskriptif dengan pendekatan kualitatif. Hasil penelitian menunjukkan bahwa impelementasi digitalisasi di kantor Desa Hilihambawa menunjukkan sisi yang positif dan sangat membantu kinerja aparat desa, meski dihadapkan dengan beberapa tantangan dalam implementasi digitalisasi, pemerintah Desa Hilihambawa terus berupaya dalam beradaptasi dengan teknologi. Penerapan*

*digitalisasi di Desa Hilihambawa sudah terbukti dapat meningkatkan efektivitas, efisiensi, dan meningkatkan transparansi.*

**Kata kunci :** Digitalisasi, Kinerja, Desa Hilihambawa

## INTRODUCTION

The development of digital technology has brought significant changes to various aspects of life, including village governance. Digitalization in village government administration serves not only as a modernization tool that introduces technology into the bureaucratic system, but also as a fundamental strategy that plays a role in increasing the efficiency of village officials, transparency in information delivery, and accountability in every aspect of village governance. By implementing digital systems, village financial management can be carried out more systematically, reducing the risk of errors in recording, and ensuring transparency in budget reporting to the public. Furthermore, digitalization also accelerates and simplifies public services, enabling villagers to access various administrative services more quickly, efficiently, and without excessive bureaucratic obstacles. Thus, digital transformation not only improves the effectiveness of village government performance but also strengthens public trust in transparency and professionalism in village governance (Syachbrani et al., 2024).

Digital transformation is an urgent need to accelerate public services, increase the effectiveness of decision-making, and improve data and information management systems, according to Almahdali (2023). The use of information systems helps improve village government performance, efficiency, and ease in various aspects of administration and public services. With an integrated information system, the process of recording population, financial, and licensing data can be carried out more quickly and accurately, thereby reducing the risk of administrative errors. In addition, this system allows village officials to access and manage data in real time, providing greater transparency in the management of village resources. Supported by the continuous advancement of information technology, the development of village information systems is increasingly reliable and able to adapt to increasingly complex needs. This not only increases the effectiveness of village officials but also makes it easier for the community to obtain government services that are faster, more transparent, and more responsive to their needs (Dwi Putro et al., 2023).

Hilihambawa Village, located in Gunungsitoli Idanoi District, Gunungsitoli City, is experiencing

a dynamic implementation of digitalization in managing the performance of village officials. Digitalization at the village level can accelerate service processes and improve public access to public information. However, although digitalization has been implemented in various aspects of administration, challenges remain that affect its effectiveness. Some frequently encountered obstacles include limited technological infrastructure, a lack of digital literacy among village officials, and resistance to the transition from manual to digital systems (Santoso et al., 2024). The digital divide between villages and cities also remains a major issue, where limited access to technology can hinder the optimization of digitalization in village governance (Chen et al., 2023). Therefore, a comprehensive policy strategy is needed to ensure that digitalization can be implemented equitably and sustainably.

Furthermore, digitalization has broad implications for social inclusion and equitable access to public services. A study conducted in Hunan, China, showed that digitalization can improve the economic well-being of rural communities by increasing access to markets and information (Xing et al., 2023). If optimally implemented in Hilihambawa Village, digitalization can contribute to increasing the effectiveness of village officials in providing fair and equitable services. However, without adequate support in building the digital capacity of village officials, the potential of digitalization will not be fully realized (Peng et al., 2024). Therefore, synergy is needed between the government, academics, and the community in developing a digital ecosystem that is accessible to all parties.

The impact of digitalization on village governance is also related to community participation in decision-making. Digitalization allows for greater transparency and increased community involvement in village governance processes. In the context of open governance, digitalization can be a means to build a more participatory and inclusive government system (Cambra-Fierro & Pérez, 2022). Through the implementation of digital-based systems, communities can more easily access information about village policies and participate in public discussions that can influence those policies (Zhu et al., 2023). Community participation in the digitalization process can also increase the effectiveness of policy implementation, as communities feel more involved in digital-based village development. Despite facing various obstacles and challenges in managing digitalization, the Hilihambawa Village officials are able to manage various digital access points. One example is the implementation of the SISKEUDES (Village Financial System) application. This application makes administrative processes more accessible and well-

organized, especially in managing village finances transparently and in accordance with existing regulations. Despite limited resources and certain circumstances that may pose challenges, the village officials are able to utilize technology and remain a primary choice, ensuring they are not left behind by digital advancements.

According to interviews and direct field observations, before the SISKEUDES application, village financial management often faced various problems, including disorganized manual recording and a high potential for misuse of village funds. The preparation of the Village Budget (APBDes) and financial reports often encountered errors due to limited knowledge among village officials and the absence of a standardized system. Furthermore, the reporting process was often slow, unintegrated, and difficult for sub-district or district officials to verify. This condition made oversight difficult, and village development was less efficient and off-target, and could also be time-consuming for village officials in managing funds. This study aims to explore various aspects of the impact of digitalization on the performance management of Hilihambawa village officials. By examining various factors influencing the successful implementation of digitalization, particularly the SISKEUDES application, this study is expected to provide relevant and applicable recommendations for building a more modern, efficient, and inclusive village government. The results are also expected to serve as a foundation for policymakers in developing digitalization strategies that are based on local needs and oriented towards sustainable community welfare.

## LITERATURE REVIEW

### Concept of Digitalization

According to Ritter and Pedersen (2020), digitalization enables easier and faster access to data, which ultimately assists organizations in making better decisions. Yulianti and Prastowo (2021) define digitalization as the process of transforming analog information media into digital media. In general, digitalization refers to the conversion of printed forms into electronic formats through scanning processes to create electronic pages suitable for digital storage. In this sense, digitalization is the process of converting or transforming data into digital form so that it can be processed using computers. Digitalization does not only play a role in business and education but also in the financial sector. Afrizal and Megananda (2025) argue that financial digitalization is a key factor in enhancing the competitiveness of Micro, Small, and Medium Enterprises (MSMEs)

in the digital era. By utilizing financial technology, MSMEs can optimize their financial management to be more effective and efficient. Financial records that were previously managed manually can now be processed automatically, thereby reducing the risk of recording errors, improving data accuracy, and accelerating decision-making based on accurate financial information.

Digitalization also plays a significant role in public administration. Through digitalization, governments can improve decision-making in governance. The effectiveness of public participation in governmental decision-making can be observed through the achievement of two-way communication between the public and the government (Harahap & Harahap, 2023). By implementing digital technology, public administration processes such as data management, communication, and archiving can become more efficient, accelerate service delivery, enhance administrative efficiency, and improve accessibility of public services. Moreover, a comprehensive understanding of fundamental public administration principles such as efficiency, equity, innovation, and collaboration is essential in delivering better and more effective public services, meeting community needs, and improving quality of life.

In implementing digital public services, governments must ensure proper coordination among relevant stakeholders, both from the public sector and the private sector, in formulating, implementing, and managing digitally delivered public services (Yulanda & Fachri Adnan, 2023). Maryanah et al. (2024) identify three main benefits of digitalization in public administration: Improving the effectiveness and quality of services, Strengthening the relationship between government and society through information transparency, Accelerating service delivery processes through digital technology.

### **Digitalization in the Context of Public Services**

In the era of digitalization, significant shifts have occurred in the public service paradigm, one of which is the transformation of e-government. The transformation of e-government includes the digitalization of administrative processes, the provision of online services, and more effective interaction between governments and their citizens. However, within the context of this innovation, a comprehensive understanding of its impact on service effectiveness is necessary (Taufiqurokhman et al., 2023). E-government refers to any activity that utilizes information and communication technology to enhance governmental efficiency, effectiveness, transparency, and accountability (Septiani et al., 2022). Therefore, digitalization plays a crucial role in the context

of public services, particularly in today's digital era. One clear example of how digitalization facilitates public service delivery is the implementation of e-government systems, which enable citizens to access government services more quickly, efficiently, and transparently, without having to navigate complex bureaucratic procedures. As a result, the quality of public services improves and becomes more accessible to all segments of society.

### **Concept of Village Officials' Performance**

According to Hesti Widayanti (2022), as cited in Husna and Prasetya (2024), performance refers to the achievement or work results of an employee in accordance with the quality and quantity expected in carrying out their duties and functions based on the responsibilities assigned to them. Similarly, Khaeruman et al. (2021) define performance as the achievement of work results or accomplishments that must be attained by an employee within a certain period, in line with their respective duties and functions as a form of accountability. Performance is therefore the outcome produced by an employee to achieve predetermined objectives. In this context, a clear measurement is required to determine whether the performance of village officials can be considered successful or not (Nurul Atika & Nurul Umi Ati, 2019).

Makmur (2009), as cited in Subadi (2019), explains that apparatus refers to individuals and institutions that hold strategic roles in carrying out general governmental tasks. Law Number 6 of 2014 concerning Villages states that a village is the smallest and closest level of government to the community. The law defines a village as a legal community unit with territorial boundaries authorized to regulate and manage governmental affairs at the village level. Furthermore, Law Number 6 of 2014 emphasizes that the Village Government consists of the Village Head, or another equivalent title, assisted by village officials as elements of village governance administration. The achievement of performance within an organization does not occur by chance but results from various interacting factors. According to Khaeruman et al. (2021), there are two main factors influencing an individual's performance: individual factors and environmental factors. Both play a crucial role in determining the extent to which a person can develop their potential and contribute optimally to the organization.

#### **1. Individual Factors**

Individual factors are internal aspects originating from within a person, related to their abilities and personal characteristics in carrying out duties and responsibilities. An individual is a human being who possesses a distinct personality and role. There are three

aspects within the individual: the organic or physical aspect, the psychological or spiritual aspect, and the social aspect (Riswanti et al., 2020).

## 2. Environmental Factors

In addition to individual factors, the work environment is an important element in supporting performance. A conducive work environment can enhance comfort, productivity, and employee well-being, enabling them to perform more optimally. The work environment refers to the place where employees regularly conduct their daily activities and tasks (Sihaloho & Siregar, 2020).

Beyond these factors, adequate work facilities also contribute to supporting productivity and work effectiveness. Complete equipment, sufficient technology, and a comfortable physical environment help employees work more efficiently and reduce fatigue caused by unfavorable environmental conditions. Subadi (2019) further identifies two key factors influencing the performance of village officials: ability and motivation.

### **Implementation of SISKEUDES in Village Administration**

The SISKEUDES (Village Financial System) application was first developed by the Badan Pengawasan Keuangan dan Pembangunan (BPKP) in collaboration with the Kementerian Dalam Negeri Republik Indonesia in 2015. The development of this application emerged as a response to the enactment of Undang-Undang Nomor 6 Tahun 2014 tentang Desa, which granted greater authority to villages, including in financial management. Beyond serving as a technical tool, the development and implementation of SISKEUDES were also accompanied by training programs and assistance provided by BPKP to village officials across various regions to ensure that they were capable of operating the application effectively. Furthermore, a study conducted by Zebua et al. (2022) found that the implementation of the SISKEUDES application in Orahili Tumori Village produced positive outcomes in supporting transparent and accountable village financial governance in accordance with established regulations. The active role of the local government and the commitment of the village government in providing adequate human resources, facilities, and infrastructure strengthened the effectiveness of the system's utilization. Regular training sessions and technical guidance also ensured that SISKEUDES could be properly operated. Thus, SISKEUDES has proven to enhance the efficiency and accuracy of village financial management compared to the previous manual system.

**RESEARCH METHOD**

This study employs a qualitative approach using a case study design, aiming to explore in depth the impact of digitalization on the performance management of village officials in Desa Hilihambawa, Kecamatan Gunungsitoli Idanoi, Kota Gunungsitoli. The qualitative approach enables this research to examine comprehensively how digitalization influences the performance of village officials in Hilihambawa Village. According to Sugiyono (2021), a research approach is a scientific method used to collect, analyze, and interpret data. The selection of an appropriate approach is essential in formulating research problems and achieving research objectives. In this study, data collection techniques were carried out through in-depth interviews with the Head of Gunungsitoli Idanoi Subdistrict and village heads within Gunungsitoli Idanoi Subdistrict, direct observation in the workplace environment, and analysis of relevant documents. The type of research used in this study is descriptive qualitative. Descriptive research is directed at systematically and accurately describing symptoms, facts, or events concerning the characteristics of a particular population or area.

Qualitative research is conducted with the aim of providing an in-depth understanding of the phenomenon under investigation. The data analysis process is conducted simultaneously with data collection, both during observations and interviews, and continues until the research is completed. The data analysis model used in this study refers to the stages proposed by Miles and Huberman (Sugiyono, 2020: 132–142), which consist of four main stages: data collection, data reduction, data display, and conclusion drawing.

**RESULTS AND DISCUSSION****Implementation of Digitalization in Managing the Performance of Village Officials in Desa Hilihambawa**

The Village Government of Hilihambawa has taken concrete steps to adapt to the rapid growth of information technology by implementing digital technology in managing the performance of village officials. The implementation of digitalization is not merely a response to global trends; it also addresses the community's demand for public services that are more effective, efficient, transparent, and accountable. Digitalization is viewed as a transition from a manual system to an interconnected technology-based system that facilitates modern and systematic organizational management. Interview results with village officials indicate that the digitalization process in

Hilihambawa Village was carried out gradually, taking into account local conditions, demands, and workforce capabilities. The first stage involved planning, including the formulation of a digitalization work plan aligned with central and regional government regulations. According to Nizamuddin et al. (2024), planning is the process of selecting a series of activities and determining subsequent steps necessary to achieve organizational goals. In the context of Hilihambawa Village, the purpose of digitalization planning was to replace the previous manual administrative processes, which were prone to errors and delays.

During implementation, the village government considered several crucial aspects. First, technological infrastructure, including computers, internet access, and supporting software. Second, digital literacy among village officials, which was enhanced through training to equip them with the skills to operate digital systems. Third, the existence of regulatory frameworks as a foundation and guideline for utilizing digital technology in village governance. Fourth, qualified human resources, since advanced technology cannot be optimally utilized without skilled personnel (Handayani et al., 2025). The current digital implementation in Hilihambawa Village includes the use of several applications, such as the Sistem Keuangan Desa (SISKEUDES) to enhance financial transparency, the Sistem Informasi Kesejahteraan Sosial Next Generation (SIKS-NG) to manage social assistance beneficiary data, and population administration software to simplify reporting and demographic data management. By utilizing digital systems, the village government can store, retrieve, and distribute data in a more organized, secure, and efficient manner.

The implementation of digitalization in Hilihambawa Village provides direct benefits to both the community and the government. It has improved the effectiveness of village officials' work by enabling faster processing of reports and data compared to manual methods. Digitalization also increases efficiency by reducing administrative burdens and operational costs. Furthermore, it promotes transparency and accountability by allowing public access to information regarding village operations and finances. This aligns with the findings of Zebua et al. (2022), which indicate that SISKEUDES implementation was effective due to tiered training from district to subdistrict levels and facilitated evaluation compared to previous manual systems. Digital transformation in village governance also fosters higher professionalism among officials, as technological proficiency enhances their skills and productivity (Handayani et al., 2025). Interviews further revealed that digital systems significantly assist village officials, particularly

in administrative tasks, population data management, and planning and reporting village activities. According to a key informant, digitalization accelerates service delivery, reduces errors caused by face-to-face interactions, and enhances data security through digital storage systems. Overall, digitalization in managing the performance of village officials in Hilihambawa Village is implemented through careful planning, infrastructure provision, improved digital literacy, and regulatory support. This is reflected in the use of applications such as SISKEUDES, SIKS-NG, and village administrative software, which collectively enhance effectiveness, efficiency, transparency, and professionalism in public service delivery.

### **Factors Challenging the Implementation of Digitalization in Hilihambawa Village Government**

The effectiveness of digitalization in Hilihambawa Village depends on several variables. The first is unstable internet network infrastructure. Limited network access at the village level constitutes a major obstacle to supporting digitalization processes. This is consistent with Mohammad and Maulidiyah (2023), who state that internet access significantly improves residents' quality of life. Therefore, adequate internet connectivity is a crucial prerequisite for smooth digitalization. Unstable network conditions in Hilihambawa Village often cause technical disruptions in online services such as administrative reporting and inter-village digital communication, thereby reducing the effectiveness of digital policy implementation. Environmental factors also influence the success of digitalization. A conducive work environment fosters positive performance in adopting new technologies. As noted by Rendra (2022), the work environment is a crucial factor affecting individual performance within organizations. In Hilihambawa Village, geographical conditions represent an environmental challenge. The village's hilly location complicates consistent internet signal access. This situation creates disparities in access across different areas of the village, slowing the uniform implementation of digital systems.

Age and digital literacy, both among village officials and the community, constitute additional factors. According to Komp-Leukkunen et al. (2022), age is often associated with limitations in accessing and utilizing digital technology, as older generations did not grow up with it. A similar condition is observed in Hilihambawa Village, where some elderly individuals still struggle to operate digital devices and village applications. Limited adaptation to new technology slows digital processes and requires continuous supervision. Thus, three primary factors determine the

effectiveness of digital implementation in Hilihambawa Village: adequate digital infrastructure, a supportive environment, and human resource capability to adapt to technological and geographical conditions. These three components are interrelated and essential for sustainable and efficient digital village development.

### **The Impact of Digitalization on Effectiveness, Efficiency, and Transparency in Village Governance and Public Services in Hilihambawa Village**

Digitalization has a significant impact on effectiveness, efficiency, and transparency. Its implementation in government and public service delivery generates positive outcomes in terms of effectiveness, as reflected in improved timeliness, accountability, and community satisfaction. Digitalization accelerates document processing and encourages the public to utilize digital systems (Rozali Ilham & Abdhel Hasbi Skd, 2025). Effectiveness refers to the achievement of predetermined goals and serves as a measure of whether targets are accomplished as planned (Lenak et al., 2021). In Hilihambawa Village, digitalization clearly enhances the effectiveness of village officials' performance, particularly in terms of timeliness and structured processes.

Effectiveness is often equated with efficiency, which focuses on how well resources are utilized to achieve objectives. However, efficiency also emphasizes choosing the best and fastest method. Efficiency measures the comparison between inputs and outputs achieved (Hendrita Lelen et al., 2022). It is a key indicator in assessing the success of digital transformation. In this context, efficiency is measured by the ability of digital service systems to reduce operational costs, accelerate service time, and improve data and service accuracy (Zein et al., 2025). In Hilihambawa Village Government, digitalization significantly enhances the speed and accuracy of services, demonstrating a strong commitment to efficient public service delivery. Transparency also reflects the broader impact of digitalization. Transparency is a principle that guarantees public access to information regarding government administration, including policies, decision-making processes, implementation, and achieved outcomes (Fadjar Trisakti et al., 2022). Digitalization has proven to enhance transparency and accountability, as digital technologies and platforms enable citizens to access information more easily (Iwan Ahmad Puji Santoso, 2025). Similarly, in Hilihambawa Village, the use of digital media and platforms ensures that governmental activities are transparent and accountable, while also facilitating community oversight of the performance of village officials.

## CONCLUSION

The implementation of digitalization is a crucial aspect of human resource management aimed at improving organizational performance and efficiency. At the Village Head Office of Desa Hilihambawa, Kecamatan Gunungsitoli Idanoi, Kota Gunungsitoli, the effective implementation of digitalization in managing the performance of village officials has generated several significant benefits. First, structured digital implementation enhances the quality of village officials' performance. Furthermore, digitalization supports administrative management and public service delivery, thereby increasing operational efficiency. On the other hand, digital implementation in Hilihambawa Village also strengthens transparency between village officials and the community. Several factors present challenges in the implementation of digitalization at the Village Head Office of Hilihambawa and must be addressed to ensure smooth and appropriate adoption. The primary challenge is unstable internet network infrastructure. Reliable internet connectivity is essential, as all digital systems in the village operate on an online basis; thus, network instability directly hampers performance management. Another significant factor is age. Elderly individuals often face greater difficulties in accessing and utilizing digital systems compared to younger age groups, who tend to adapt more quickly to technological changes.

The impact of digital technology implementation on effectiveness, efficiency, and transparency in village governance and public services in Hilihambawa Village has been highly positive. In terms of effectiveness, digital systems have improved timeliness in task completion, clarified organizational work structures, and enhanced accountability as well as community satisfaction. Digital transformation supports the achievement of village governance objectives in accordance with established plans. From the perspective of efficiency, digital transformation plays an essential role in accelerating public service delivery, reducing manual administrative work, and lowering operational costs. Service processes become faster and more accurate, minimizing errors and enabling optimal performance through effective resource utilization.

Regarding transparency, digitalization has encouraged greater openness in village governance. The use of digital media and technological platforms enables the community to directly access information about policies, procedures, and the outcomes of village officials' work. This condition fosters a more open, accountable, and responsive government. Overall, the implementation of digitalization has significantly improved the quality of governance management in Hilihambawa Village in terms of effectiveness, efficiency, and transparency in

public services. It is recommended that the Village Government of Hilihambawa strengthen digitalization implementation comprehensively and sustainably through formal regulations governing the performance management of village officials. Prior to that, systematic training should be provided to ensure that officials can properly operate digital systems without misuse or deviation from applicable regulations. Regular evaluation and testing of system users are also necessary. Additionally, the provision of appropriate technological devices tailored to specific job functions should be prioritized to support optimal digital governance.

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