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### IMPLEMENTATION OF DIGITAL VILLAGE PROGRAM POLICY IN IMPROVING PUBLIC SERVICE PERFORMANCE (Study in Sungai Banyak Ikan Village, Kelayang District, Indragiri Hulu Regency)

<sup>1)</sup>Abdul Hairudin, <sup>2)</sup>Muklas Adi Putra, <sup>3)</sup>Said Afriaris

Management Study Program, Indragiri Institute of Technology and Business

<sup>1)</sup>[abdulhairudin418@gmail.com](mailto:abdulhairudin418@gmail.com), <sup>2)</sup>[muhklasap@gmail.com](mailto:muhklasap@gmail.com)

<sup>3)</sup>[saidafriaris@gmail.com](mailto:saidafriaris@gmail.com)

#### Abstract

*Policy implementation is the process of implementing or carrying out a policy to achieve the stated goals. It involves various actions taken by individuals, groups, or organizations, both governmental and private, to direct the results of the policy to the target group and achieve the desired impact. Public policy implementation is the process of administrative activities carried out after the policy has been established/approved. This activity lies between policy formulation and policy evaluation.*

*Indragiri Hulu Regency itself based on data from the Central Statistics Agency (BPS) has villages, and the villages targeted for the digital program based on the decree of the Regent of Indragiri Hulu Number: G/71/V.12/HK/2021 are 16 sub-districts and 178 villages. Through the smart village program, the Sungai Banyak Ikan Village government has come up with an inspiration to build a digital village that aims to improve the welfare of village communities and their quality of life.*

*Good and innovative public services can also have a good impact on society, where later society will continue to develop along with the development of current technology. Public services in the digital era itself are more about internet-based technology, so that the services provided will be faster and more efficient.*

*The results of this study state that the people of Sungai Banyak Ikan village have implemented the Policy Implementation well. Because, the policy has been implemented but currently it is still not optimal according to the wishes of the village government, due to the level of community ability that does not understand the Implementation of the policy. And also the level of curiosity is still low about the policy. From the author's analysis data, the Sungai Banyak Ikan village has experienced significant changes in the progress of modernization, attitudes, behavior towards social changes in the Sungai Banyak Ikan village.*

**Keywords:** Policy Implementation, Public Service Performance

#### INTRODUCTION

The digital era is increasingly prevalent in the world including in Indonesia, it can change an existing system. Digital systems have been widely used by governments and communities in the regions. The digital era is characterized by increasingly fast and sophisticated information and communication. Information is increasingly easily spread and can be accessed by all levels of society, not only people in urban areas, but also people in rural areas. The development of technology in the telecommunications era

makes the internet a new media used for all interests, facilitating and accelerating services for use by the community. A village is a place where several individuals or groups live and have their own authority in managing their household affairs.

Policy implementation is the process of implementing or carrying out a policy to achieve the stated objectives. It involves various actions taken by individuals, groups, or organizations, both governmental and private, to direct the policy outcomes to the target group and achieve the desired impact. Public policy implementation is the process of administrative activities carried out after the policy has been established/approved. This activity lies between policy formulation and policy evaluation.

Public policy implementation can be viewed from several perspectives or approaches. One of them is the implementation problems approach introduced by Edwards III (1984: 9-10). Edwards III proposed an implementation problems approach by first asking two main questions, namely: (i) what factors support the success of policy implementation?, and (ii) what factors hinder the success of policy implementation?. Based on these two questions, four factors are formulated which are the main requirements for the success of the implementation process, namely communication, resources, bureaucratic or implementer attitudes and organizational structures, including bureaucratic work flow. These four factors are important criteria in the implementation of a policy.

Villages based on Law Number 6 of 2014, are legal community units that have citizenship to regulate and manage the interests of the local community based on local origins and customs that are recognized in the national government system and are located in the district area. So it can be said that a village is a result of a combination of individual or group activities with their environment. Sungai Banyak Ikan Village, which is generally still less familiar with digital-based systems, in the digital era is required to be able to follow existing developments. Villages that implement digital technology systems in running their government can be called digital villages that have an important role in encouraging regional development and improving services to the community.

Indragiri Hulu Regency itself, based on data from the Central Statistics Agency (BPS), has villages, and the villages targeted for the digital program based on the decree of the Regent of Indragiri Hulu Number: G/71/V.12/HK/2021 are 16 sub-districts and 178 villages. Through the smart village program, the Sungai Banyak Ikan Village government has come up with an inspiration to build a digital village that aims to improve the welfare of village communities and their quality of life.

Digital village is one of the programs to reduce the gap in information flow that occurs in the village. The concept of a digital village provides the use of integrated information and communication technology in public services and economic activities. So that the existence of a digital village is expected to improve public services and develop society.

Good and innovative public services can also have a good impact on society, where later society will continue to develop along with the development of current technology. Public services in the digital era itself are more about internet-based technology, so that the services provided will be faster and more efficient. The digital village itself is a program concept that implements a system of government services, community services, and community empowerment that is already based on the use of information technology. The implementation of digital villages has a broad nature and concerns the interests of society as a whole, so it must be implemented in an integrated and directed manner by the government, business entities, and the community.

Village digitalization, according to Jan Hoesada (2019), aims to equalize the digital-based lifestyle patterns of rural and urban communities, an effort to eliminate the differences between rural and urban people, eliminate the gap between traditional and modern lifestyles, plus the development of the village economy.

## **LITERATURE REVIEW**

Implementation is an important activity of the entire process of planning regulations or policies. Implementation in Webster's dictionary is the provision of means to carry out something that has an impact or effect on something.

Implementation based on the Big Indonesian Dictionary (KBBI), is the implementation or application. Based on the explanation above, implementation can be said to be an action taken after a policy is established, implementation is a way for a policy to achieve its goals. Action or implementation of a plan that has been prepared carefully and in detail. Elements of policy implementation that are absolute and must exist according to Tachan, (2006).

So the implementation of the policy is the actions taken by the government to achieve the goals that have been set in a policy decision. However, the government in making policies must also first examine whether the policy can have a good impact or not on society. This aims so that a policy does not conflict with society, let alone harm society.

### **Policy Implementation Model**

There are several models in an implementation that will be put forward by several experts, which can be several references in the implementation of a policy that has a positive impact and the achievement of a policy objective, including the implementation model. Two models that compete in the policy implementation stage are the top-down model and the bottom-up model. The top-down model focuses on the availability of implementing units (bureaucracy); implementation standards; authority; coordination. The bottom-up model emphasizes the strategies used by implementers when determining the objectives to

be achieved by a public policy as a basis for understanding the public policy as a whole. Apart from the models above, there are linear policy implementation models and interactive policy implementation models. According to Dye (in Haedar, 2010).

### **Policy Implementation Theory**

Policy implementation is basically a way for a policy to achieve its goals (no more and no less). Furthermore, good planning or a policy will play a role in determining good results, according to Meter and Horn (in Subarsono, 2022). Communication of community implementation requires the implementer to influence what the community should do. Communication is defined as the process of conveying information from the communicator to the communicant. This concerns the process of conveying information or transmission, clarity of information and concentration of information conveyed, according to George C. Edward III's Theory (in Subarsono, 2022).

The communicated policy must be precise, accurate, and consistent. Three (3) indicators of successful communication in the context of policy, namely. First transmission, the policy to be implemented must be channeled to the officials who will implement it. Second clarity, clarity of objectives and methods to be used in the policy is an absolute must so that it can be implemented properly. Third consistency, effective implementation requires clear and consistent communication. Because a good transmission process, but with inconsistent orders can confuse policy implementers, According to Agustino (in Sahya, 2018).

Measuring the performance of the implementation of a public policy must pay attention to several aspects and conditions. According to Grindle and Quade (in Rakhmat, 2018) what must be considered in measuring the performance of policy implementation are policy, organizational and environmental variables. This attention needs to be directed because through the selection of the right policy, the community can participate in providing optimal contributions to achieve the desired goals.

Digital village is a concept that implements a government service system, community service, and community empowerment based on the use of information technology connected to a wireless network. The aim is to develop village potential, marketing and acceleration of access and public services based on the internet or digital connected to a wireless network, according to Dahiri, (2019). The main capital in improving and empowering villages to become villages based on digital technology is the availability of an internet network, according to Nugroho and Ali, (2020).

Realizing a digital village itself requires the availability of an adequate information and communication network, where a digital village must have a good communication network, because this is a factor used to use an online-based system, according to Dahiri et al., (2019).

Public services based on Government Regulation Number 96 of 2012 concerning the Implementation of Law Number 25 of 2009 concerning Public Services. It is "Activities or series of activities in order to fulfill service needs in accordance with laws and regulations for every citizen and resident for goods, services, and/or administrative services provided by public service providers."

Public service is referred to as an activity carried out by the government for the community. Erwan Agus, et al., (2016) defines that "Public service is any form of public service activity carried out by Government Agencies at the Center and Regions, and in the BUMN/BUMD environment in the form of goods and/or services, in fulfilling the needs of the community."

Public Service Law Number 25 of 2009 concerning Public Service mandates that public service is an activity or series of activities in order to fulfill service needs in accordance with laws and regulations for every citizen and resident for goods, services, and/or services. Thus it can also be concluded that public service is a form of conscious effort from state administrators to the community in the form of goods and/or services to fulfill community needs.

Then to see the implementation of the digital village policy in Sungai Banyak Ikan Village in improving every public service, research is needed that aims to determine the progress and development of village services in the public sector. In this case, researchers present the results of observations and pre-research conducted by the researchers themselves in order to understand the direction of this research. Digital villages in improving public services for village communities have provided several services such as village websites, ID card scans, and command centers, all of which are digital-based products, but all of this is still not well implemented by the village government to the community.

This study uses the theory of George C. Edward III (in Subarsono, 2022) who mentions 4 (four) things that influence policy implementation, namely:

- a. Communication is a process of interaction or information delivery from the communicator to the communicant.
- b. Resources, is an important thing in the successful implementation of the policy.
- c. Disposition is the attitude or character of the policy implementer.
- d. Bureaucratic structure, which means whether or not the implementation of the policy is structured.

So in this case the researcher wants to know how the Implementation of Digital Village Policy in Improving Public Services. The researcher uses the theory of George C. Edward III because it is considered relevant to find out how the implementation of digital village policy in Sungai Banyak Ikan Village. Meanwhile, this theory is also in accordance with the field of Government Science because the focus of the success of policy implementation is included in the field of Government Science, which looks at the success of policy implementation from several aspects.

## RESEARCH METHODS

In this study, the author uses quantitative and quantitative descriptive analysis methods in Sungai Banyak Ikan Village, Kelayang District, Indragiri Hulu Regency. Quantitative is a way to emphasize more on the aspect of in-depth understanding of a problem. Data is obtained by means of observation, interviews, and also documentation studies to collect data, process data or analyze data, compile reports, and draw conclusions from the data obtained.

## DATA ANALYSIS TECHNIQUES

The data collection techniques used by the author in the study are:

1. Interview technique to collect data by asking directly to village officials and community leaders in Sungai Banyak Ikan Village, Kelayang District, Indragiri Hulu Regency. This method is used by the author to find out about the implementation of the digital village program policy in improving public service performance.
2. Documentation technique by collecting data related to the implementation of the digital village program policy in improving public service performance in Sungai Banyak Ikan Village, Kelayang District, Indragiri Hulu Regency.
3. Observation technique by directly reviewing village officials and community leaders in Sungai Banyak Ikan Village, Kelayang District, Indragiri Hulu Regency.

## RESEARCH RESULT

The results of the research are a process of arranging and grouping information about an activity based on facts through the researcher's mental efforts in processing and analyzing research objects or topics systematically and objectively to solve a problem that exists in Sungai Banyak Ikan Village, Kelayang District, Indragiri Hulu Regency.

Has the Policy Implementation been carried out well in Sungai Banyak Ikan Village? Yes, the policy has been implemented but currently it is still not optimal according to the wishes of the village government, due to the level of community ability that does not understand the Implementation of the policy. And also the level of curiosity is still low about the policy.

Has the Digital Village program been implemented well in Sungai Banyak Ikan Village?. Not yet because with this digital village program, some of the community do not understand what's more, there has been no socialization from the Sungai Banyak Ikan village apparatus to its community. Moreover, the community has problems in communication, because it is less successful due to the lack of clear information to the community in using digital village features and the RT/RW village apparatus does not monitor to provide socialization to its community.

Are Public Services in Accordance with the Mission and Mission of Sungai Banyak Ikan Village? From the aspect of resources, it shows that resources are less successful due to the inability of the Sungai Banyak Ikan village community to implement the digital program. Because it requires special skills, at least the Sungai Banyak Ikan village community must have an Android-based cellphone. From the aspect of public services, it shows that public services are less successful because the community has not fully switched to using the digital village website to simplify digital village procedures.

The aspect of bureaucratic structure, shows that the bureaucracy is still less successful because the digital village program only follows the operational implementation instructions of the Riau Province Smart Village program which contains only techniques. And understand the function of the digital village website.

## CONCLUSION

From the author's analysis data, the village of Sungai Banyak Ikan has experienced significant changes in the progress of modernization, attitudes, behavior towards social changes in the village of Sungai Banyak Ikan located in the Kelayang sub-district, Indragiri Regency. Examples of changes in education, economy, attitudes, socio-cultural behavior of the people of Sungai Banyak Ikan village.

First, to improve the performance of public services in Sungai Banyak Ikan village, second, so that every activity, especially regarding the administration of Sungai Banyak Ikan village, has been synchronized in a village service performance system application. Third, it is easy to access and monitor what the village's potential can be, also improve the performance of the village head and his staff and have the ability to achieve in accelerating and facilitating community access in meeting community needs.

## SUGGESTION

Based on the results of the study on the implementation of digital village policies in public services in Sungai Banyak Ikan Village, the researcher views that what the government has done has tried to implement the values of policy implementation well. However, on the values that have not been successfully implemented, the researcher provides suggestions to Sungai Banyak Ikan Village, namely: Sungai Banyak Ikan Village, Should immediately implement the Standard Operating Procedure (SOP) regarding digital villages. And it is better to be more active in conducting socialization and training of digital villages for public services in Sungai Banyak Ikan Village.

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UU Nomor 6 Tahun 2014, Undang-Undang ini menegaskan bahwa penyelenggaraan Pemerintahan Desa, pelaksanaan pembangunan, pembinaan kemasyarakatan, dan pemberdayaan masyarakat