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## **Effectiveness of Website Management as A Means of Information and Public Services**

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### **Keywords:**

Village Website; Public Services; Effectiveness; Village Government; Digitization.

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### **Abstract**

The development of information technology has positioned village websites as an important means of delivering digital-based information and public services. This study aims to analyse the effectiveness of the management of the Kedokan Bunder Wetan Village website as a medium for information dissemination and public service delivery. A qualitative approach with descriptive methods was employed, with data collected through interviews, observation, and documentation, involving village heads, website management staff, and community members as informants. Data analysis was conducted using Richard M. Steers' (1985) theory of organisational effectiveness, which encompasses three indicators: goal achievement, integration, and adaptation. The results show that the village website currently serves as a medium for publishing activity updates, village profiles, and budget transparency information. However, its use has not yet been effective, as it continues to face obstacles including irregular content updates, uneven socialisation of the website's functions, and limited public awareness of the website's existence. This study concludes that, in order for the village website to function effectively as a means of information dissemination and public service delivery, a strengthening of website management practices is necessary.

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## **INTRODUCTION**

Government agencies are required to adapt to the development of the digital era by implementing information technology-based public services. Digital transformation has an important role to play in realizing integrated governance. Through Presidential Regulation Number 82 concerning the Acceleration of Digital Transformation and Integration of National Digital Services which encourages the Government of Indonesia to make collaboration between agencies easily accessible to the public in the provision of integrated public services.

The implementation of digital-based public services in regional governments and even village governments is required to adapt which is the main function as meeting the needs of the community (Hajar & Arma, 2024).

According to (Aidin, 2025) Public services play a direct role with the community in the village government. In addition, according to (Kadja et al., 2026) that there are still several obstacles such as limited human resources, low public awareness and lack of digital literacy of the apparatus. This results in only an administrative formality.

Kedokan Bunder Wetan Village, Indramayu Regency, has an official website serving as a medium for information dissemination and public service delivery. However, field observations conducted at the early stages of this study revealed that the website was last updated in 2023, and that several features — including village infographics, APBDes, and PPID — remain blank. This condition indicates that public services have not yet been delivered effectively. In principle, a functioning website can facilitate transparency by enabling the public to access information on development activities, village financial data, and administrative service mechanisms. The malfunctioning of several features thus highlights the gap between the intended use of information technology and the reality of its implementation in the field.

The limited openness and responsiveness of the village government, compounded by weak governance in website management, suggests that the imperative of effective public service delivery has not yet been internalised within the village administration — notwithstanding the website's potential as a communication channel between the government and the community.

Previous research has demonstrated that websites have become an important instrument for improving the quality of services and access to public information. A study conducted by Desmayanty et al. (2022) on the implementation of a website-based Village Information System (SID) in Sindangsari Village found that the website plays a very important role as a means of information dissemination and a support for administrative services. However, the study also revealed persistent obstacles in website management, including a shortage of content update administrators and low digital capacity among village apparatus personnel, rendering digital public service delivery ineffective (Ames et al., 2017; Kwon et al., 2021; Omweri, 2024).

The present study examines in depth the two principal functions of the village website — as a medium for information and for public service delivery — using Richard M. Steers' theory of organisational effectiveness as the analytical framework. A theoretical gap exists in this area: while Steers' (1985) framework assesses effectiveness through the achievement of goals, integration, and adaptation, its application to village-level digital governance remains limited in the Indonesian context. Practically, this study is intended to serve as a recommendation for village governments in optimising website management to be more responsive, orderly, and aligned with community needs.

The urgency of this research lies in determining the extent to which website management is capable of supporting effective public services according to Steers' indicators — that is, the degree to which informational goals have been achieved, the capacity to adapt to community needs, and the quality of management coordination. This study therefore aims to analyse the effectiveness of website management as a means of information dissemination and public service delivery, using the theory of organisational effectiveness by Richard M. Steers (1985).

The purpose of this research is to analyse the effectiveness of website management as a medium for information and public services in Kedokan Bunder Wetan Village, Indramayu Regency. Specifically, this study aims to: (1) assess goal achievement in website management, examining the alignment between initial objectives and current implementation; (2) evaluate integration aspects, including coordination, role division, and resource competence; (3) analyse

adaptation capacity, including responsiveness to community needs and policy changes; and (4) identify factors that hinder or support effective website management.

The contributions of this research are twofold. Theoretically, this study extends the application of organisational effectiveness theory to the context of village digital governance, demonstrating how Steers' framework can be operationalised to assess website management. It also contributes to the literature on e-government at the village level, an understudied area in Indonesian public administration scholarship. Practically, this research provides evidence-based recommendations for village governments seeking to improve website management, encompassing formal role assignment, standard operating procedures, sustainability training, and community socialisation strategies. The findings can inform policy development for village digitalisation programmes in Indramayu Regency and beyond.

## **METHODS**

### **Approaches and Types of Research**

A qualitative approach with a descriptive method used in this study is used to describe how the process of managing websites by assessing its effectiveness based on the theory of organizational effectiveness of Richard M. Steers as a means of information and public services. This approach reveals the actual conditions in the field regarding the use of the website and the quality of its management.

### **Research Focus**

The focus of the research is based on Steers theory indicators which include: achievement of goals, integration and adaptation in the management of the website of Kedokan Bunder Wetan Village, Indramayu Regency to analyze the management of the website with the hope of being able to provide an overview as a means of information and public service by the village government.

### **Types of Research**

The data in this study consists of two sources, namely primary data and secondary data, primary data obtained from in-depth interviews with parties involved in website management such as village heads as decision-makers, management staff as technical and content update and community as supporting informants to strengthen data validity.

Secondary data is obtained from official documents in the form of village profiles and website digital archives including annual reports, activity information and website visit data per day.

### **Data Collection Techniques**

The data collection technique is through three methods, namely: participatory observation, interviews with related parties, and documentation studies as supporting data to complement the results of observations and interviews.

### **Data Analysis Techniques**

This technique is carried out from data analysis carried out using interactive model Miles, Huberman, and Saldana (2014) which includes three stages: data reduction, data presentation, and

conclusion drawn. In addition, triangulation of sources and methods is used as a process of data validity by upholding ethics and confidentiality of informant identities.

## **RESULTS AND DISCUSSION**

Based on observations and interviews, the village website has existed since 2021 which is managed by village staff through direct appointment by the village head of Kedokan Bunder Wetan. At the beginning of the launch of the website, information updates were carried out every day, but over the years the intensity of updates decreased which was only done once a year. The use of the website as an annual report publication, the submission of information on village activities and website features there is an organizational structure, village profile, provision of MSME promotion features that can be accessed by the community and then approved by the website manager.

### **Goal achievement**

The results of interviews with the village head and website management staff that the initial goal of the formulation of the website as a means of information and public services that has been understood by all village apparatus. According to the statement from the village head, the establishment of the website was carried out according to the direction of the local government with the digital village movement program which is designed to have two functions as a means of information and public servants.

Based on the statement of the website management staff that the website is a medium for uploading village reports such as annual reports, village profiles and some general village information. In addition, in practice, the website is more directed as an information medium, especially the uploading of annual reports. However, the implementation has not been maximized because some features are no longer active, such as data on aid recipients and the realization of the village budget. Some of the community's statements that some know the existence of the website as a suggestion of information that can be accessed by the community. However, there are still some people due to limited digital knowledge who do not understand and know the existence of websites.

Based on the aspect of public services, the village staff statement said that until now administrative services have not been implemented manually influenced by several factors such as limited human resources, limited managers' time and the absence of sustainability assistance after the program was launched which hindered the achievement of goals. It was emphasized by the management staff that when there was a technical problem, there were difficulties in repairing it.

### **Integrations**

The results of the interview with the village head showed that those involved in the management of the website included the village head as a decision-maker and the management staff as the person in charge of the website, however, the assignment has not been in writing or the formal work structure is only appointed directly by the village head. The form of coordination is informal where assignments when there are certain needs such as uploading village reports or requesting data are not structured work mechanisms and routine coordination forums.

The village head's statement that human resources are available only in terms of competence is inadequate, so it is necessary to provide a debriefing for website managers. Then the management staff added that there was only initial debriefing, there was no sustainability training so that when experiencing technical problems, there were difficulties. However, in terms of adequate facilities, such as laptops and internet networks. The community's statement assessed that the village government was not serious in socializing considering that only some people participated in the activity. Furthermore, the statement of the community who participated in the socialization at the village hall that the program was very interesting and useful plus there was a promotional feature for MSMEs around.

### **Adaptation**

The results of the interview showed that the village government is trying to adjust village digitalization policies and programs with plans to use *the Siapdesa application* as a form of government adaptation efforts in following government policies. Furthermore, the statement of the website management staff that the frequency of updates is still limited to only once a year. Updates are in the form of uploading annual reports while village news features and activity information are rarely updated. Some people said that the beginning of the website was launched was very helpful for information on village activities.

The form of the village government's communication pattern is carried out informally, coordination between the village head and the management staff is only when needed. In addition, there is no clear and structured workflow so content updates are made on a need-by-need basis without a regular schedule. From the community's response, they regret that this website is not run actively and regularly.

### **Discussion**

The existence of a website is expected to make it easier for the public to access administrative and information services. Website management as a means of information and public services. The management of the website as a means of information and public services that the website is still available, but the intensity of updates is not active and its use is still limited which requires further development. This is based on the results of interviews, observations and documentation and involves the input of village heads, management staff and the community.

This research aims to assess the extent of the effectiveness of website management as a means of information and public services based on Organizational Effectiveness Theory Ricahrd M. Steers (1985) in the book of public quality by Ismaya et al., 2021) with three indicators, including goal achievement, integration and adaptation.

### **Goal Achievement**

According to Richard M. Steers (1985) Goal achievement is one of the indicators that emphasizes the extent to which the set goals can be implemented in practice. This indicator assesses whether the output is in accordance with the initial sale. The aspect of clarity of purpose shows that the understanding of the purpose of the website as a means of information and public services has been understood by all village apparatus. This means that conceptually it is in

accordance with the steers theory by strengthening the digital village policy (Ikbal et al., 2025; Jatnika et al., 2024; Sugiartini, 2025).

The level of achievement in this indicator shows that there is a missynchronization between the initial goal and the reality of its implementation. Based on the results of interviews and observations, it can be concluded that the website in its implementation has only one function as a limited information media while the public service function has not been implemented. Thus, the achievement of goals is not in accordance with steers theory that the goal is actually achieved not just by design (Nzeneri, 2020; Saleem et al., 2021; Steers & Lee, 2017). In other words, the village government has a clear goal but has not been able to implement it effectively. Therefore, this indicator cannot be said to be effective.

### **Integrations**

Richard M. Steers (1985) Explains that integration is related to the organization's ability to build coordination, cooperation, and a clear division of roles among the organization's members. Integration is said to be good if the coordination mechanism, work structure and competence of task implementation resources are consistent.

The village government has determined the parties involved in the management of the website, namely the village head and the website management staff, but the assignment is only informal or appointed directly without written rules or clear SOPs (Hertati, 2019; Susilowati et al., 2021). Coordination that is only carried out when there is a specific need without a structured work mechanism. Lack of coordination can also lead to the absence of clear directions, resulting in a low level of effectiveness (Kuusela et al., 2017; Mohammed, 2024; Xinyu, 2023). Thus, it can be concluded that the integration indicators are not effective because there is no clarity on the role and adequate competency support for the parties involved.

### **Adaptation**

Richard M. Steers (1985) refers to the organization's ability to adapt to changing environments, external demands, and user needs on an ongoing basis. An effective organization is able to respond to environmental demands or community needs. Either through content updates or flexible but structured work mechanisms.

The adaptation indicators show that the village government has tried to follow government policies with the existence of a website as a form of village digitalization and innovate by planning new applications with the same purpose but with implementation that is expected to be much better and maximum with two functions as a means of information and public services. There are adaptation efforts from the village government through a plan to use a new application that has a similar function, of course, the implementation of this new application is a form of evaluation carried out by the village government due to the lack of competent personnel to manage it as an innovation evaluation material. *Siapdesa* is the result of a website evaluation by presenting competent personnel and training by experts which is followed by sustainability supervision. The adaptation indicator concluded that the new application plan is a form of government innovation in environmental change, however, considering that the plan has not yet been implemented, it

cannot be said to be effective considering that it has not been accompanied by community responsiveness.

Based on the results of the analysis of three indicators, the management of websites as a means of information and public services has not been effective. In achieving the goal, the website has not realized the function of a public servant. In the integration of coordination and division of tasks that are informal in nature, there are no official or written rules. Finally, the indicators of adaptation, innovations that have not yet been implemented are still planned and cannot be assessed. Overall, the effectiveness of website management still has weaknesses in each indicator as a means of information and public services.

## CONCLUSION

The results of the study show that the management of the website has not been effective based on the theory of Richard M. Steers (1985), this research is measured through three indicators, namely the achievement of goals, where the understanding of the purpose of the website has been understood by all village apparatus, but in its implementation the goal has not been fully implemented only as a means of information and even that is still limited not in accordance with the initial plan. The Integrity Indicator, has not been supported by the division of tasks in writing and coordination or informal work mechanisms. Adaptation indicators, have designed new innovations with the results of website evaluation using an application called *siapdesa*, but again the government is still designing there is no implementation assessment.

In order to improve information facilities and public services in the sustainability of website management, it is necessary to strengthen governance by determining the division of tasks formally and in writing, the existence of clear SOPs and increasing the capacity of competent human resources through sustainability training and the implementation of socialization to the community can be carried out comprehensively.

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