Dynamic Governance Capability Modeling in Sidomulyo Village Jember Regency

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Abstract

The research discusses the Digital Village program implemented by the Sidomulyo Village Government in Jember Regency. The digital village initiative is realized through the development of a digital village governance system that provides administrative services, disaster mitigation, an online marketplace, and a community complaint platform. In developing this digital governance system, the Sidomulyo Village Government collaborates with partners from the education sector, private sector, and local communities. Named "MallDesa," this digital governance system is continuously developed based on the needs of both the village government and its residents, earning recognition and awards from the district and provincial governments. The research aims to explore the Digital Village program using the dynamic governance approach proposed by Neo Boon Siong (n.d., 2007). This theoretical framework employs the dimension of capabilities as an analytical tool to examine the Digital Village program. The research methodology applied is quasi-qualitative. Data were collected through interviews and documentation, with informants selected using purposive sampling techniques. Data validity was ensured through data triangulation. Data analysis was conducted using domain analysis and taxonomic analysis models (Spradley). The findings indicate that adaptive capabilities—encompassing adaptive policy capability, village governance, collaboration, human resources, and an innovative organizational culture—serve as the core driving force behind governance dynamics.

Keywords*: Digital Village, Dynamic Governance, Digital Transformation.*

Abstrak

Penelitian mengkaji program desa digital yang dilakukan oleh pemerintah desa Sidomulyo Kabupaten Jember. Desa digital diwujudkan dengan mengembangkan sistem digital pemerintahan desa yang memberikan pelayanan administrasi, mitigasi bencana, *marketplace*, dan pengaduan masyarakat. Pemerintah desa Sidomulyo dalam mengembangkan sistem digital pemerintah desa deang melibatakan mitra kerjasama dari sektor pendidikan, swasta, dan masyarakat. Sistem digital pemerintahan desa yang diberi nama MallDesa selalu dikembangkan dengan memperhatikan kebutuhan pemerintah desa dan masyarakat sehingga sistem digital mendapatkan prestasi dan apresiasi oleh pemerintah daerah kabupaten dan provinsi. Tujuan penelitian adalah untuk mengeksplorasi program desa digital dengan menggunakkan pendekatan *dynamic governance* Neo Boon Siong n.d.(2007). Pendekatan teori *dynamic governance* menggunakan dimensi *capabiliities* sebagai alat bantu dalam menganalisis program desa digital Metode penelitian yang digunakan adalah *quasi qualitatif*. Sumber data melalui wawancara dan dokumentasi, pemilihan informan dilakukan dengan teknik *purposive.* Untuk mengecek keabsahan data digunakan triangulasi data. Teknik analisis data dilakukan dengan model analisis dimain dan analisis taksonomi (Spradley). Hasil penelitian ini menunjukkan bahwa adaptive capabilitie yang s mencakup kapabilitas kebijakan adaptif, pemerintahan desa, kolaborasi, sumber daya manusia, dan budaya organisasi inovatif. Lapisan ini berfungsi sebagai penggerak utama dinamika tata kelola.

Kata kunci: Desa Digital, Dynamic Governance, Tranformasi Digital.

INTRODUCTION

The development of Sidomulyo village began with the formulation and implementation of the Digital Village Program in which Sidomulyo Village transformed into a village that uses a digital system as an acceleration for the Sidomulyo village program. The digital village program is demonstrated by the existence of a first-generation digital system, namely the Sidomulyo Online System (SOS) Public Service Mall which aims to make it easier for the community to get services faster through the Integrated Service System application. The Sidomulyo village government continues to upgrade continuously when there are still shortcomings of the Integrated Service System (SIPADU), according to the Sidomulyo village media center, in the implementation of SIPADU there are still many obstacles and complaints from the media center and the community using the application so that the application is updated, from the results of the update, Sidomulyo village replaced the first generation of SIPADU with the second generation, namely MallDesa

From the perspective of district policy, digital programs are regulated through Regent Regulation No. 61 of 2021 concerning the Use of Electronic Certificates within the Jember Regency Government. Based on the Regent Regulation, the regional government has a spirit of developing Information Technology in the form of Big Data which is mutually integrated. The spirit of Big Data development was conveyed by the Regent of Jember in the Jember Digital Literacy Webinar, Jember Regency will prioritize e-government and smart village programs that will start from the village through a budget provided to each village in Jember with a target of achievement in 2022 (Safitri 2021). while the digital program of Sidomulyo village began to be implemented since the beginning of 2022 with the enactment of Village Regulation No. 05 of 2022, thus the Sidomulyo village government initiated the digital program before the digital program from the Jember district government, in fact, the village head said "our village is the first and only village that provides a public service mall that makes it easier for the community", and was confirmed by the Regent of Jember, stating "Sidomulyo village is worthy of being a model for other villages to serve the community with technological innovation" (Ijal 2022). This digital program is the strategy of the Sidomulyo village head in accelerating the development of his village,

because through this program it is able to provide convenience for the village government itself and for the community, furthermore this program helps the implementation of Sidomulyo village programs.

This study uses the concept of dynamic governance to examine the phenomenon of the digital village of Sidomulyo village. The use of the concept of dynamic governance takes into account previous research that has not been widely used as an analytical study in the phenomenon of digital villages, the dynamic governance method becomes the ability for the government system to implement a village government program. Neo Boon Siong n.d. (2007) in his book said that dynamic governance achieves relevance and effectiveness through policies that continue to adapt to environmental changes, the adaptation in question is a proactive reaction approach to innovation, contextualization, and execution. In the context of this study, the digital village is an innovation of the Sidomulyo village government to respond to technological developments with the hope of achieving efficiency and effectiveness in government services to the community. To realize this, the village government continues to carry out maintenance and upgrades to provide the best service for the community.

The practice of dynamic governance methods does not occur by chance, but is the result of the leadership's intention and ambition to ensure the survival of the community. The implementation of the leader's intention and ambition by articulating their ideas so that colleagues and superiors appreciate and support them, and transform allocated resources into organizational capabilities that achieve desired results in a sustainable period. Neo Boon Siong (2017) states that dynamic governance has a capability dimension, which means Capability refers to the organizational ability of attitudes, knowledge, skills, and resources deployed in compiling and carrying out important tasks that are coordinated to achieve desired results, in line with Kismartini and Pujiyono (2023) capability provides in-depth information on ways to improve work, build agility in work, and build a new culture. The phenomenon of the digital village of the Sidomulyo village government prioritizes the human resource capabilities of village officials, by forming a new structure, namely a media center consisting of village youth, who have the task of being digital village operators.

Therefore, the author needs to examine the digital village model and how the program is executed, involving various actors. Because dynamic governance practices within the Sidomulyo village government are crucial to the success of every policy it makes, the concept of dynamic governance can be applied not only to Sidomulyo but also to other villages, allowing for a rapid response to any changes made to village programs.

LITERATURE REVIEW

Researchers argue that the digital village program requires a dynamic governance arrangement by looking at various elements in the village of Sidomulyo, which phenomenon has the same correlation with the theory used by researchers, namely dynamic governance (Neo and Chen 2016). Some important elements are Culture that will shape the goals and principles in the spirit of the digital village that will provide space for all elements of the village to be involved in the digital village program, thus placing the community not only as a target group of the program, but making the community an actor in dynamic governance, as researchers know that the village of Sidomulyo has various religious adherents, different cultures, natural resources. The next element is Capability which shows the organizational process to instill capabilities in public services and government attributes, in terms of digital villages, researchers argue that capability is an important element because digitalization requires adaptive policies, seeing technological developments very quickly and certainly affecting changes in community needs as well as village government affairs, capabilities also change and form new work patterns in public services that demand transparency and agility.

RESEARCH METHODS

This type of research uses quasi-qualitative research. The quasi-qualitative method adheres to phenomenological and post-positivism, meaning this design is not truly qualitative because its form is still influenced by quantitative traditions, especially the placement of theory in research (Bungin 2021). This method aims to describe and summarize various conditions, situations, or various phenomena of social reality that

exist in the society that is the object of research, and attempts to bring that reality to the surface as a characteristic, character, nature, model, sign, or description of a particular condition, situation, or phenomenon in the form of first-level qualitative data or simple qualitative data that can be analyzed descriptively.

Qualitative data is widely used in qualitative research, descriptive research, historical research, and philosophical research. Qualitative data is expressed in the form of sentences and descriptions, even short stories. In general, qualitative data types are divided into two main groups used by researchers: primary data and secondary data.

Qualitative data analysis, according to Bogdan and Biklen, as cited by Moleong (2016:248), is the effort to work with and organize data, sort it into manageable units, synthesize it, search for and discover important and learned patterns. Bungin (2021) defines quasi-qualitative data analysis as a qualitative approach because it does not prioritize meaning. However, quasi-qualitative data analysis adopts an inductive way of thinking to analyze in-depth data. This study aims to explore the entire series of digital village programs using domain analysis, taxonomic analysis, componential analysis, and cultural theme analysis methods.

Conclusions are drawn based on field data and then analyzed, ultimately finding answers to the formulated problems. If additional data is needed for these answers or conclusions, further data collection is carried out, and so on.

RESULTS AND DISCUSSION

Taxonomic analysis was conducted to deepen understanding of each identified domain. This stage breaks down the focus domain into more detailed subcategories based on field data findings. This stage aims to identify the hierarchical structure between elements within the domain. The researcher's analysis revealed four domains: adaptive policy, village government capabilities, collaboration capabilities, and human resource capabilities. The hierarchical structure between elements within the domains is explained below.

Adaptive Policy

The adaptive policy domain represents the normative and strategic framework that governs the direction of digital village transformation. Hierarchically, this domain is

structured from the macro-policy level to operational implementation, interconnected and forming a continuity between planning, regulation, and innovation in technology-based public services. Within this structure, adaptive policies are divided into two main taxonomies: policy adjustments to changes in digital systems and technology-based public service innovation.

Therefore, the first Taxonomy occupies the highest hierarchical position in the adaptive policy domain because it serves as the regulatory foundation and strategic planning for digital villages. This policy adjustment ensures that village digital transformation has legal legitimacy, a clear development direction, and structured operational standards. The first element in this taxonomy is the Village Regulation on the integration of Digital Village-based work programs. This element sits at the highest level of normative policy at the village level, as it serves as the legal umbrella governing the integration of the digital agenda into all village government work programs. Village regulations are the primary instrument binding all village government and community actors in the implementation of Digital Villages. The second element is the Village Medium-Term Development Plan (RPJMDes), which is hierarchically subordinate to village regulations but plays a strategic role in translating regulations into medium-term development directions. The RPJMDes serves as a planning document that operationalizes Digital Village policies into the village's vision, mission, goals, and priority programs, including the development of digital systems and technology-based public services. The third element is the Standard Operating Procedure (SOP) for digital-based public services, which occupies the operational level within the policy hierarchy. SOPs serve as technical guidelines for implementing digital services, ensuring consistency, efficiency, and accountability in public service delivery. The existence of SOPs demonstrates that adaptive policies do not stop at the planning level but are concretely translated into the work practices of village officials. Hierarchically, these three elements form a policy flow from the normative (village regulations), strategic (RPJMDes), to operational (SOP) levels, which collectively reflect the village's ability to adapt policies to changes in the digital system.

The second taxonomy is at the implementative and innovative level within the adaptive policy domain. This taxonomy represents the concrete manifestation of

adapted policies, namely in the form of technology-based public service innovations. Hierarchically, these public service innovations rely on the strength of regulations, planning, and standard operating procedures (SOPs) established in the previous taxonomy. The first element is the Electronic-Based Service System, which represents the initial stage of public service innovation. This system reflects the shift from manual services to services utilizing electronic devices, such as the use of computers, administrative applications, and village information systems. Hierarchically, this element serves as the technological foundation for public service transformation. The second element is the Digital-Based Service System, which occupies a more advanced and complex level of innovation. This system not only utilizes electronic devices but also integrates online, real-time, and data-driven services, such as online administrative services, village applications, or integrated service portals. A digital-based service system demonstrates the maturity level of adaptive policy, as it reflects the full integration of regulations, planning, SOPs, and the use of digital technology.

The hierarchical structure within the adaptive policy domain demonstrates vertical and functional relationships between elements. Policy adjustments to changes in digital systems serve as the foundational framework that establishes legitimacy and strategic direction, while technology-based public service innovations are the implementation manifestations of these policies. This hierarchical relationship emphasizes that the success of a Digital Village is determined not only by technological innovation but also by the alignment between regulations, planning, operational standards, and digital-based public service practices.

Village Government Capabilities

The village government capability domain reflects the institutional capacity of village governments to effectively manage resources, work processes, and information to support digital village governance. Hierarchically, this domain ranges from internal government management capabilities to technical capabilities in digital data management. This hierarchical structure is divided into two main taxonomies: managerial capacity and digital data management, which mutually support digital-based village governance.

Therefore, management occupies a fundamental hierarchical position within the domain of village government capabilities, as it serves as the foundation for managing village government organizations and resources. This capacity determines the extent to which village governments are able to plan, organize, coordinate, and control all digital village activities. The first element is the establishment of a village media center, which hierarchically functions as an institutional unit supporting digital transformation. The media center serves as a coordination hub for information, public communication, and digital content management in the village. The existence of a media center demonstrates the existence of an organizational structure specifically addressing digital aspects within village government.

The second element is the budget, which sits at a strategic level within the managerial capacity. The budget represents the village government's concrete commitment to supporting Digital Villages, as it determines the availability of financial resources for media center operations, technology procurement, and capacity development of village officials. Without adequate budgetary support, digital policies and programs are difficult to implement sustainably.

The third element is the work program, which serves as an operational planning instrument that bridges the budget with activity implementation. The work program contains a concrete agenda for the development and utilization of village digital systems, including targets, performance indicators, and implementation stages. Hierarchically, the work program represents the operationalization of policies and budget allocations. The fourth element is service scheduling, which occupies the most technical level of implementation within managerial capacity. Service scheduling regulates the timing and mechanisms of public services, both offline and online, thereby ensuring regularity, service certainty, and work efficiency of village officials. This element reflects managerial ability to manage time and resources effectively. Hierarchically, these four elements form a managerial flow from establishing an organizational structure (media center), strengthening resources (budget), planning activities (work program), to arranging daily operations (service scheduling).

The digital data management taxonomy is at the technical-strategic capability level within the village government capability domain. This taxonomy reflects the

village government's ability to collect, manage, utilize, and integrate data as a basis for digital-based decision-making and public services. The first element is population data, which hierarchically constitutes the basic and fundamental data in the village government system. This data serves as the primary reference for various administrative services, development planning, and the distribution of digital-based assistance programs.

The second element is village administration, which sits at the institutional data management level. Village administration data includes documents and information related to governance, such as correspondence, digital archives, and public administration services. This element demonstrates the integration of population data into village government administration processes.

The third element is village potential mapping, which hierarchically occupies the analytical and strategic levels. Village potential data, covering natural resources, tourism, agriculture, and the local economy, enables village governments to utilize digital data as a basis for development planning and village economic development. The fourth element is village MSME mapping, which is at the level of data utilization for community economic empowerment. Village MSME mapping demonstrates the village government's ability to use digital data in a more specific and targeted manner to support local business development, village product promotion, and integration with the broader digital ecosystem.

Overall, the hierarchical structure within the village government capability domain demonstrates the functional relationship between managerial capacity and digital data management. Managerial capacity provides the organizational framework, resources, and operational mechanisms, while digital data management provides an accurate and integrated information base. The synergy between these two taxonomies strengthens the village government's ability to implement Digital Village governance effectively, accountably, and sustainably.

Collaborative Capabilities

The collaborative capability domain represents the village government's ability to build, manage, and utilize collaborative networks with various external and internal actors to support the implementation of digital villages. Hierarchically, collaborative

capabilities are structured from external strategic actors to local community-based actors, each with distinct yet complementary roles, contributions, and functions within the village collaboration ecosystem. Within this structure, collaborative capabilities are divided into three main taxonomies: collaboration between the village government and the private sector, collaboration with universities, and collaboration with the community.

The taxonomy of collaboration with the private sector occupies a strategic hierarchical position within the collaborative capabilities domain because it is directly related to the provision of technology, innovation, and technical support for Digital Villages. The private sector acts as a partner with relatively advanced technological capacity and professional resources. The central element in this taxonomy is PT Sinovasi, which hierarchically functions as a strategic technology partner. Collaboration with PT Sinovasi reflects a cooperative relationship oriented toward the development and implementation of village digital systems, such as the provision of applications, digital service platforms, or other technical support. Within the hierarchical structure, PT Sinovasi plays a role as an external actor with high-tech contributions that accelerate digital transformation at the village level.

The taxonomy of collaboration with universities is at the capacity building and knowledge development level within the collaborative capability hierarchy. Universities serve as knowledge-based partners supporting the planning, mentoring, and evaluation of Digital Village implementation. The primary element in this taxonomy is Muhammadiyah University of Jember, which hierarchically serves as an academic partner and source of knowledge. This collaboration encompasses research activities, community service, technical assistance, and capacity building for village officials and the community. Within the hierarchical structure, universities serve as liaisons between theory, practice, and policy innovation in Digital Village development.

The taxonomy of community collaboration occupies the hierarchical position closest to the implementation and sustainability levels of the Digital Village. This collaboration reflects the direct involvement of the community as users, managers, and beneficiaries of the village digital system. The first element is the Community Information Community (KIM), which hierarchically functions as a communication and

information dissemination node for the village. KIM plays a role in disseminating digital information, improving community information literacy, and acting as a liaison between the village government and residents in utilizing digital platforms. The second element is the Tourism Awareness Community Group (POKDARWIS), which is at the thematic collaboration level based on the village tourism sector. POKDARWIS plays a role in utilizing digital technology to promote village tourism potential, manage tourism information, and increase community participation in the tourism-based digital economy. The third element is the village MSME group, which occupies the economic empowerment level within the hierarchical structure of community collaboration. The MSME group plays a role in utilizing the village digital platform for promotion, marketing, and local business development. This collaboration demonstrates that collaborative capabilities are oriented not only towards governance but also towards strengthening the digital-based community economy.

The hierarchical structure within the collaborative capabilities domain demonstrates a multi-layered collaboration pattern. Collaboration with the private sector drives technological innovation, collaboration with universities strengthens knowledge and capacity, and collaboration with communities ensures the implementation and sustainability of Digital Villages at the grassroots level. The synergy across these taxonomies confirms that collaborative capabilities are a key element in building an inclusive, adaptive, and sustainable Digital Village ecosystem.

Human Resource Capabilities

The human resource capability domain represents the quality and readiness of village officials and the community to utilize and manage village digital systems. This capability positions humans as key actors in the success of Digital Villages, as the existence of digital infrastructure and policies will only be effective if supported by adequate levels of literacy and competency. Hierarchically, this domain is structured from a basic understanding of technology to mastery of technical skills and ongoing mentoring. Within this hierarchical structure, human resource capabilities are divided into two main taxonomies: digital literacy and training and mentoring. The digital literacy taxonomy occupies the most basic hierarchical position within the human resource capability domain. Digital literacy serves as a primary prerequisite for village

officials and the community to be able to access, understand, and utilize village digital services effectively. The first element is access to village information, which hierarchically represents the most fundamental form of digital literacy. Access to village information reflects an individual's ability to use the village's digital platform to obtain information related to public services, government activities, and village potential. This element serves as the initial entry point for communities to interact with the village's digital system.

The second element is tourism destination tracking, which falls within the digital literacy level based on information utilization. The ability to digitally track and explore tourist destination information demonstrates a more practical level of literacy, where individuals not only access information but also utilize digital tools for village economic and tourism needs.

The third element is a digital system user guide, which occupies a supporting position in the digital literacy hierarchy. The guide serves as a self-learning tool that strengthens users' understanding of the village's digital system. This guide ensures a systematic and sustainable digital literacy process. Hierarchically, these three elements form the stages of digital literacy, from the ability to access information and utilize digital features to understanding the system through structured guidance.

The training and mentoring taxonomy is at the competency strengthening level within the human resource capability hierarchy. This taxonomy reflects the village government's planned efforts to improve the technical skills and analytical abilities of village officials and communities in managing and utilizing digital technology.

The first element is training on MallDesa, which hierarchically serves as basic technical training for the village's core application. This training aims to improve users' abilities in optimally operating the village's digital economy and service platform. The second element is data analysis, which occupies an advanced competency level in the training hierarchy. Data analysis skills demonstrate an increase in capability from mere system users to managers and utilizers of digital data for decision-making and village planning. The third element is digital marketing training, which falls within the application level of digital skills for community economic empowerment. This training enables MSMEs and community groups to utilize digital technology for promotion,

marketing, and expanding their digital-based business networks. The fourth element is public service mentoring, which occupies the sustainability and practice strengthening level. Mentoring ensures that the knowledge and skills acquired through training can be consistently applied in the delivery of digital-based public services, while also serving as a mechanism for continuous evaluation and improvement.

Overall, the hierarchical structure within the human resource capabilities domain demonstrates a gradual relationship from basic understanding to mastery of skills and sustainable practices. Digital literacy serves as the foundation, while training and mentoring strengthen technical and practical capacity. The synergy of these two taxonomies enables village officials and communities to become not only technology users but also active actors in the sustainable management and development of Digital Villages.

CONCLUSION

Based on the results of the taxonomic analysis and discussion, it can be concluded that the development of Digital Villages is a dynamic, adaptive, and contextual governance process that focuses not solely on the utilization of digital technology, but also on strengthening village government capabilities and internalizing local cultural values. Village digital transformation has been proven to occur as a systemic process involving policies, organizations, human resources, multi-stakeholder collaboration, and social and organizational culture.

Overall, the synthesis of the analysis and discussion results in the formulation of the Dynamic Digital Village Governance Model, which positions the Digital Village as a dynamic governance ecosystem based on local cultural values, adaptive capabilities of village government, socio-technical infrastructure, and continuous learning processes. This model strengthens the relevance of Dynamic Governance theory, while expanding it contextually at the village level and in the context of digital transformation. Thus, this study concludes that the success of Digital Village development is not determined by technology alone, but by the village's ability to integrate adaptive policies, organizational capabilities, multi-stakeholder collaboration, human resources, and local cultural values within a dynamic, inclusive, and sustainable governance system.

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