

Leadership Strategy of Village Head in Developing Village Information Systems (Case Study in Village Jia Sape District Bima Regency)

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Abstract

Digital transformation in village governance has emerged as a strategic imperative for enhancing public service quality, administrative efficiency, transparency, and accountability at the local government level. Within this context, the Village Information System (VIS) serves as a critical instrument for supporting data-driven governance and citizen-oriented service delivery. However, the successful development and implementation of VIS are influenced not only by technological infrastructure but also by leadership capacity and organizational readiness. This study aims to examine the leadership strategies employed by the Head of Jia Village, Sape District, Bima Regency, in the development of the Village Information System. A qualitative case study approach was adopted, with data collected through in-depth interviews, participant observation, and document analysis involving village officials, VIS operators, representatives of the Village Consultative Body (BPD), and community members. Data were analyzed using an interactive model comprising data condensation, data display, and conclusion drawing and verification. The findings reveal that the Head of Jia Village adopted adaptive, participatory, and service-oriented leadership strategies to facilitate VIS development. These leadership practices were manifested across five dimensions of public service quality: (1) tangibles, reflected in the provision of digital infrastructure and supporting service facilities; (2) reliability, demonstrated through efforts to strengthen the competence and professionalism of village officials; (3) responsiveness, evidenced by the ability to address community needs promptly through both conventional and digital communication channels; (4) assurance, reflected in the enhancement of trust, service ethics, and institutional credibility; and (5) empathy, demonstrated through citizen-centered service approaches that prioritize accessibility and inclusiveness. Despite these achievements, VIS utilization remains suboptimal due to limited levels of digital literacy among community members, resulting in a continued preference for face-to-face service interactions. This study concludes that leadership plays a pivotal role in advancing digital transformation within village governance. The effectiveness of VIS development depends not only on technological readiness but also on the capacity of local leaders to integrate digital innovation with human resource development and community participation. The findings contribute to the growing body of knowledge on digital governance and rural leadership by highlighting the significance of adaptive and transformational leadership in sustaining digitalization initiatives at the village level.

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1. INTRODUCTION

The development of information and communication technology in the digital era has brought significant changes to various aspects of life, including the governance system. Digitalization has become a crucial instrument in realizing effective, efficient, transparent, participatory, and accountable governance. In the era of globalization and advances in information technology, digitalization has become a key driver of change in governance down to the village level (Lase, L. D., et al. 2025: 305).

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In the Indonesian government system, the village is a representation of the smallest legal entity that has the authority to regulate and manage the interests of the local community based on the rights of origin and customs recognized in the national government system (Inna, I. Z., & Sulistiyantoro, D., 2023: 185). Village government is an integral part of the national government system that has a strategic role in the implementation of government, development, and community empowerment directly at the local level (Syaripudin, I. et al. 2025: 245). All aspects of national development in its implementation involve all government officials, both at the central, regional, and village levels (Andarista, M. V., & Kriswibowo, A., 2023: 2).

Village development essentially aims to improve the quality of life and well-being of the community through various programs that are planned and implemented sustainably. Village development is also understood as a deliberate, planned, and continuous effort by the village government to bring about change and progress in its area (Masithah, L. I., & Rodiyah, I., 2024: 1678).

One form of implementation of village government digitalization is through the development of the Village Information System (SID). According to Nurcholis (2011: 73), village governments need to adapt to technological developments so that governance can run in a modern and responsive manner to community needs. Meanwhile, Sutabri (2012: 45) explains that an information system is a system designed to provide the information needed to support decision-making and the implementation of organizational activities. In the context of village government, the use of a website-based SID allows the public to obtain information openly and in real time, thereby increasing the transparency and accountability of village government (Azis, D.R., et al. 2025: 2).

The importance of developing a Village Information System is further reinforced by government policy, Law No. 3 of 2024 concerning the Second Amendment to Law No. 6 of 2014 concerning Villages, which mandates the development of village information systems and rural development. Furthermore, Law No. 25 of 2009 concerning Public Services affirms that public services are a series of activities aimed at fulfilling the community's service needs in accordance with statutory provisions.

Although technology and regulations have supported the implementation of the Village Information System, its success is not solely determined by the availability of infrastructure and technology. Leadership is a mutually influential relationship between leaders and followers who desire real change to achieve shared goals (Handayani, S. 2021: 62). Leadership is also defined as a leader's ability to influence others to work and carry out various tasks to achieve predetermined goals (Setyawati, F. I., et al. 2022: 29).

In the implementation of village governance, the village head holds a strategic position as a leader responsible for the implementation of governance, development, community development, and community empowerment. The village head plays a crucial role in managing village potential, building effective communication, and fostering community trust in the village government (Nasir, N. 2025: 141). In addition, the village head is also responsible for improving the skills and knowledge of village officials through education and training so they can keep up with developments in information technology (Kasmawanto, Z. 2024: 193). However, in carrying out his duties, the village head often faces various challenges such as limited human resources, supporting facilities, and various community interests that must be accommodated (Pratama, R. K. 2025: 23).

The leadership of the village head is a key factor in driving the successful development of the Village Information System. Village heads are required to develop strategies, mobilize village officials, allocate resources, and foster community participation to ensure optimal implementation of the SID. The right leadership strategy will determine

the extent to which information technology can be utilized to improve the quality of public services and village governance.

Previous research has shown that the implementation of the Village Information System has a positive impact on the quality of public services. Research by Ali, R. et al. (2023) on the Leadership Role of Village Heads in Providing Public Services and Their Challenges in the Industrial Revolution 4.0 Era found that village heads act as motivators, facilitators, and drivers in public services. Research by Istambul, Aminuddin, and Supriadi (2022) on the Development of a Digital-Based Village Public Service Information System shows that digitalization of village services can increase administrative efficiency and ease of access to information for the public. Furthermore, research by Setyawan, Rochim, and Kusbandrijo (2022) explains that the Village Information System functions as a tool and process for utilizing data and information to support village public services.

Based on empirical findings, the administration and information services system at the Jia Village Office is still dominated by manual processes. Residents generally have to come directly to the village office to obtain the information they need, either through the information board or by asking village officials directly. Furthermore, population data collection is still conducted manually and using Microsoft Excel. Meanwhile, processing population documents such as birth certificates, death certificates, and marriage certificates still requires further processing at the Bima Regency Population and Civil Registration Office. These conditions indicate that the use of information technology in village public services has not been optimal.

Meanwhile, the Jia Village Government, Sape District, Bima Regency, has undertaken various efforts to improve the quality of public services, such as holding regular meetings and enhancing coordination between village officials. However, the development of the Village Information System still requires a focused strategy to support more effective, transparent, and accessible public services. In this context, the role of the village head as a leader is crucial in determining the direction and success of the Village Information System (SID) development.

Based on this description, there is a research gap in the limited number of studies that in-depth examine the leadership strategies of village heads in developing Village Information Systems as an instrument for improving public services and village governance. Therefore, this study is important to analyze and understand the leadership strategies of the Jia Village Head, Sape District, Bima Regency, in developing Village Information Systems.

2. RESEARCH METHODS

A. Types and Approaches of Research

This research uses a qualitative research method with a case study approach. The qualitative approach was chosen because this study aims to understand in-depth the phenomenon of the Village Head's leadership strategy in developing the Village Information System (SID) in Jia Village, Sape District, Bima Regency. According to Moleong (2017: 6), qualitative research is research that aims to understand the phenomena experienced by research subjects holistically through descriptions in the form of words and language in a natural context.

The case study design was used because the research focused on one particular case that was studied in depth, namely the leadership strategy of Village Head Jia in developing the Village Information System. Yin (2018: 15) explains that a case study is a research method used to investigate contemporary phenomena in a real-life context

when the boundaries between the phenomenon and the context are not yet clearly visible.

Through a case study approach, researchers attempt to explore and analyze various leadership strategies implemented by the Village Head in the planning, implementation, management, and development of the Village Information System as an instrument for public service and effective village governance.

B. Determination of Research Informants

Research informants were determined using purposive sampling. This technique was used because informants were selected based on specific considerations, as they were deemed to have in-depth knowledge and understanding of the problem being studied. Sugiyono (2022: 133) states that purposive sampling is a sampling technique based on specific considerations in line with the research objectives.

The research informants consisted of: the Head of Jia Village; the Secretary of Jia Village; the Chair of the Village Consultative Body (BPD) of Jia Village; the Village Information System Operator; Jia Village officials involved in SID management; and community users of the Village Information System services. These informants were selected because they were directly involved in the process of developing and utilizing the Village Information System.

C. Types and Sources of Research Data

1. The type of data used in this study is qualitative. Creswell and Poth (2018: 43) explain that qualitative research produces data in the form of words, actions, and meanings obtained from participants in a specific context.

2. Data source

- a. Primary data is data obtained directly from primary sources through the data collection process in the field (Hasan, 2010: 82). Primary data in this study include: Field observation results; In-depth interview results; Field notes regarding Village Information System development activities; and information obtained from research informants.

- b. Secondary data is data obtained from documents, archives, reports, scientific journals, books, and various other written sources relevant to the research (Hasan, 2010: 58). The secondary data used in this research include: Jia Village profile documents; Village program planning and implementation documents; Village Information System management documents; Village regulations and digitalization of village government; and relevant previous research results.

D. Data Collection Techniques

To obtain valid and comprehensive data, this study uses several data collection techniques as follows:

1. Observations were conducted by directly observing village government activities, the use of the Village Information System, and interactions between village officials and the community. According to Creswell and Poth (2018: 166), observation is a data collection technique that allows researchers to obtain direct information about behavior and activities occurring in the field.

2. In-depth semi-structured interviews were conducted with all research informants. According to Kvale and Brinkmann (2015: 3), qualitative interviews aim to gain a deep understanding of the informants' experiences and perspectives on a phenomenon. Through in-depth interviews, researchers gathered information on: Village Head leadership strategies; Village Information System development

policies; Supporting and inhibiting factors for SID implementation; and the impact of SID on village public services.

3. Documentation was conducted by collecting and analyzing documents related to the research, such as activity reports, village archives, village profiles, activity photos, and Village Information System management documents. Documentation techniques were used to complement and strengthen data from interviews and observations.

E. Data Validity Checking Techniques

To ensure data credibility, this study employed triangulation techniques. According to Patton (2015), triangulation is a strategy to increase research validity through the use of multiple data sources, methods, and data collection times. The forms of triangulation used include:

1. Source triangulation, comparing information obtained from various informants such as the Village Head, Village Secretary, BPD Chair, SID operator, village officials, and the community.
2. Triangulation technique, comparing data obtained through interviews, observations, and documentation to ensure the consistency of the information obtained.
3. Time triangulation, data collection is carried out at different times to obtain more stable data and reduce the possibility of situational bias.

F. Data Analysis Techniques

Data analysis in this study used an interactive analysis model developed by Miles et al. (2014). Analysis was conducted continuously from the data collection process until the study was completed. The data analysis stages include:

1. Data condensation is the process of selecting, focusing, simplifying, abstracting, and transforming field data so that the data becomes more organized and relevant to the research focus (Miles et al. 2014: 12).
2. Data presentation is done in the form of narratives, matrices, tables, and charts so that it is easier for researchers to understand the relationship patterns between data and draw conclusions (Miles et al. 2014: 14).
3. Drawing conclusions and verifying them, the final stage involves interpreting the meaning of the analyzed data to obtain findings regarding the Village Head's leadership strategy in developing the Village Information System. The conclusions obtained are then continuously verified throughout the research process to ensure the validity of the research findings (Miles et al. 2014: 18).

3. RESEARCH RESULTS AND DISCUSSION

A. Research result

The development of information technology has driven changes in governance, including at the village level. The use of information technology through the Village Information System (SID) has become a crucial instrument in achieving effective, efficient, transparent, and accountable public services. The Village Information System serves not only as a medium for information dissemination but also as a means for integrated government administration, public services, and village data management.

Based on research conducted through interviews, observations, and documentation at the Jia Village Office, Sape District, Bima Regency, it was found that the Jia Village Head has attempted to develop a Village Information System as part of improving the quality of public services. However, the system's implementation still faces various challenges, particularly related to the community's relatively low level of digital literacy.

An interview with Mrs. Rukmini, Head of General and Administrative Affairs for Jia Village, revealed that the village government has made efforts to develop technology-based information services. She explained:

"The public service information system is an activity that makes it easier for the public to find information. We are here to develop and improve various information systems for public services related to searching for information online (on the website) and manually, but on average, the public prefers to come directly to the office to ask questions and so on" (Interview, March 25, 2026).

This statement indicates that the Jia Village Government has adopted information technology through a village website as a means of conveying information to the public. However, the system's utilization has not been optimal, as most residents still prefer to obtain information directly.

The same thing was also conveyed by Mr. Syafi'i as Head of the Jia Village Service Section, stating:

"Yes, sir, so it's more manual, maybe because many people still don't understand, so they prefer to look at information boards and banners" (Interview, March 25, 2026).

Based on the interview results, it is clear that the primary obstacle to developing a Village Information System lies not in the availability of technological resources, but rather in the community's ability to utilize information technology. Therefore, Village Head Jia's leadership strategy focuses not only on providing a digital system but also on maintaining manual services to ensure equitable access for all residents.

The research findings show that the leadership strategy of Village Head Jia in developing the Village Information System can be analyzed through five dimensions of public service quality, namely physical evidence, reliability, responsiveness, assurance, and empathy.

B. Discussion

1. Village Head Leadership Strategy through Strengthening Dimensions: *Tangibles* (Physical Evidence)

Dimensions *tangibles*. This aspect relates to the availability of service facilities and infrastructure that are directly visible to the public. In developing a Village Information System, physical facilities are a crucial supporting factor because they are related to the readiness of the technological infrastructure used in public services.

Based on an interview with Mr. Sukrin H. Masyur, the Village Head of Jia, it was discovered that the village government places significant emphasis on providing service facilities. He stated:

"As the village government, we strive to provide comfort and satisfaction to the community. Therefore, we pay close attention to physical facilities and cleanliness. We're already quite complete with our service equipment, and we've even innovated by building a coffee garden right in front of the office. We've also provided Wi-Fi in the village office." (Interview, March 25, 2026).

This statement demonstrates Village Head Jia's strong commitment to providing adequate service and support facilities. The provision of internet access (Wi-Fi), computers, comfortable service rooms, and the innovation of the Coffee Garden are part of the strategy to improve service quality and support the development of the Village Information System.

This is reinforced by the statement of Mr. Herman, as Head of the Jia Village Government Section, who said:

"The physical facilities are already quite complete. There are computers, eliminating the need for typewriters. The room is also quite comfortable, with fans, chairs, and a sound system available for public use." (Interview, March 25, 2026).

In addition to village officials, the community also gave positive reviews of the village government's efforts to improve service facilities. Mr. Mas'ud, Head of Ansor Hamlet, stated:

"Based on what I see, the Jia Village Government has made great efforts to develop Jia Village" (Interview, March 25, 2026).

Based on these findings, it can be concluded that the leadership strategy of the Village Head of Jia is in the dimension of *intangibles*. This is achieved through the provision of adequate service facilities and infrastructure. The availability of these facilities is crucial for supporting the successful implementation of the Village Information System.

2. Village Head Leadership Strategy through Strengthening *Reliability* (Reliability)

Reliability (*reliability*) is the ability of village officials to provide services appropriately, accurately, and in accordance with community needs. In the context of the Village Information System, the reliability of the officials is crucial for the success of data management and administrative services.

Based on the results of the interview with Mr. Ariyaiman, S.Pd., as the Secretary of Jia Village, he said:

"As the Village Government, we strive to provide services to the community according to their needs. When people come to the office to process administrative documents, we strive to complete them accurately and earn their trust in our service." (Interview, March 25, 2026).

This opinion was reinforced by Mr. Syafi'i, as Head of the Service Section, who said:

"When it comes to capability and reliability, we, as the village government, strive to provide the best possible service. This capability means being able to address community needs quickly and accurately." (Interview, March 25, 2026).

The research results show that Village Head Jia implemented a leadership strategy focused on improving the competency of village officials. Officials were allowed to participate in various training programs to develop adequate skills in carrying out administrative services and managing village information.

The reliability of village officials has a positive impact on increasing public trust in village government services. This demonstrates that Village Head Jia's leadership strategy has succeeded in building a professional and responsible work culture.

3. Village Head Leadership Strategy through Strengthening *Responsiveness* (Responsiveness)

Responsiveness is the willingness of village officials to respond quickly and appropriately to community needs and requests. High responsiveness reflects the village government's commitment to providing services oriented toward community satisfaction.

Based on the results of the interview with Mr. Sarjan, S.Sos., as the Head of Finance of Jia Village, he revealed:

"God willing, we never delay any requests from residents if they need something at the office, especially if it's urgent. I've even had to prepare a transfer letter late at night because the resident didn't have time to process it the next day." (Interview, March 25, 2026).

The same thing was conveyed by Mr. Sukrin H. Masyur, as the Head of Jia Village, stating:

"Professionalism is essential when serving the public. All staff in the office can handle various types of correspondence needed by the public. We also encourage the public to contact us via Messenger or other social media platforms if they have urgent needs." (Interview, March 25, 2026).

These findings indicate that Village Head Jia implements a leadership style that is responsive to community needs. The use of social media as a service delivery tool also demonstrates an effort to adapt to developments in information technology.

From the perspective of developing the Village Information System, the responsiveness of the apparatus is an important factor because it accelerates the service process and increases public accessibility to public services.

4. Village Head Leadership Strategy through Strengthening *Assurance* (Guarantee)

Dimensions of *assurance* related to the ability of village officials to provide a sense of security, trust, and confidence to the community regarding the quality of services provided.

Based on the results of the interview with Mr. Ariyaiman, S.Pd., as the Secretary of Jia Village, he said:

"We are like brothers to each other, both among the civil service and with the public. Serving the public with gentleness and polite speech is a must in our service" (Interview, March 25, 2026).

This statement was reinforced by Mr. Herman, as Head of the Government Section, who said:

"In serving the community, we always try to provide a sincere smile, dress neatly, and provide a sense of security and comfort to the community" (Interview, March 25, 2026).

Research findings indicate that Village Head Jia emphasizes the importance of service ethics to all village officials. A friendly, polite, and respectful attitude toward the community is a work culture that he consistently upholds.

Community trust in the village government is a very important social capital in supporting the implementation of various development programs, including the development of the Village Information System.

5. Village Head Leadership Strategy through Strengthening *Empathy* (Empathy)

Empathy is the ability of village officials to understand the needs of the community and pay attention to various problems faced by the community.

Based on the results of an interview with one of the Jia Village Office staff, information was obtained that:

"In my personal opinion, so far we've been quite understanding of the community's needs. We also consistently provide information if there are any difficulties with the service, such as completing the required documents," (Interview, March 25, 2026).

Mr. Herman, Head of the Government Section, said something similar:

"We always try our best to ensure that the community finds it easy to obtain what they need in accordance with our service capabilities in the village" (Interview, March 25, 2026).

Based on the research findings, it can be concluded that empathy is a key strength in Village Head Jia's leadership strategy. This humanistic approach makes the community feel cared for and appreciated, fostering a harmonious relationship between the village government and the community.

Overall, Village Head Jia's leadership strategy in developing the Village Information System is implemented through a participatory, responsive, and service-oriented leadership approach. The village head focuses not only on providing information technology but also on human resource readiness, service quality, and the social conditions of the community.

Although the development of the Village Information System has progressed quite well, its utilization has not been optimal due to the community's low level of digital literacy. Therefore, ongoing information technology outreach and education programs are needed to ensure the community can utilize the Village Information System to its full potential.

Thus, the leadership strategy of Village Head Jia can be categorized as an adaptive and transformational leadership strategy because it is able to integrate aspects of technology, public services, and social approaches in an effort to develop a Village Information System to improve the quality of services to the community.

4. CONCLUSION

Based on the research results, it can be concluded that the Village Head of Jia has implemented an adaptive, participatory, and public service-oriented leadership strategy in developing the Village Information System (SID). This strategy is implemented through various policies and actions aimed at improving the quality of public services and supporting more effective and efficient village governance.

The development of the Village Information System in Jia Village has been carried out through the use of the village website and various other information media as a means of disseminating information to the community. However, the implementation of the Village Information System has not been optimal due to the community's low level of digital literacy. Most residents still prefer to obtain information and services directly at the village office rather than utilize the digital services provided.

The leadership strategy of Village Head Jia in developing the Village Information System is reflected through five dimensions of public service quality, namely: 1) Dimension *Tangibles* (Physical Evidence) shows that the Village Head of Jia is committed to providing adequate supporting facilities and infrastructure for services. The provision of computers, internet networks (Wi-Fi), comfortable service spaces, and the innovation of the Coffee Park are tangible forms of support for the development of the Village Information System and improving the quality of public services; 2). Dimension *Reliability* (Reliability) indicates that village officials have good capabilities in providing services quickly, precisely, and accurately. Village Head Jia strives to improve the competence of officials through various training so that they can provide professional services and increase public trust in the village government; 3). Dimension *Responsiveness* indicates that village officials are highly willing to respond to community needs. Services are not only provided during formal working hours but can also be provided through social media and direct communication when the community requires urgent services; 4). Dimension *Assurance* (Assurance) shows that the village government is able to provide a sense of security,

comfort, and trust to the community through friendly, polite attitudes and ethical service. This attitude is important social capital in supporting the successful development of the Village Information System; and 5). Dimension *Empathy* demonstrates that village officials show a high level of concern and attention to the community's needs. The village government strives to provide guidance and clear information to the community so that the service process can proceed easily and smoothly.

Overall, Village Head Jia's leadership strategy in developing the Village Information System has been quite successful. The village head not only focuses on technological aspects but also pays attention to human resource readiness, service quality, and the social conditions of the community. However, the development of the Village Information System still faces obstacles in the form of low public understanding of information technology, which has prevented the system from being fully utilized.

5. SUGGESTION

Based on the results of the research that has been conducted, the following suggestions are made:

1. The Jia Village Government needs to continuously improve its outreach and education programs regarding the use of the Village Information System for the community. This can be done through training, mentoring, and outreach involving all elements of the community to improve digital literacy.
2. Village officials are expected to continue to improve their competency and skills in the field of information technology through training and human resource capacity development.
3. The Jia Village community is expected to be more active in utilizing the Village Information System provided by the village government.

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