



Transforming Public Administration Inclusion Practices in Community-Based Social Policy in the Era of Technological Disruption

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ABSTRACT

This study examines how inclusive public administration is implemented through community-based social policies amid technological disruption. Using a qualitative case study in Sanur Village, Denpasar, Bali, data were gathered from in-depth interviews with eight key informants, participatory observations, and policy document analysis. Findings show that technological disruption expands public service access and accelerates government-citizen interaction, yet also risks excluding vulnerable groups. Inclusion is effectively achieved when formal policies are supported by adaptive local community initiatives. The study contributes to the theory of inclusion in public administration and offers practical insights for developing participatory, adaptive, and responsive community-based social policies in the digital disruption era.

INTRODUCTION

The transformation of public administration towards inclusive practices is one of the important issues in the era of technological disruption. The rapid changes triggered by the digitization of public services have a significant impact on the way governments formulate and implement social policies. Digital-based services allow for increased efficiency, affordability, and transparency, but at the same time have the potential to widen social gaps when vulnerable groups are unable to access or participate in this new system. In the context of sustainable development, inclusion is no longer seen as a policy rhetoric, but as a crucial indicator of the success of public administration reform (Nababan et al., 2024). Therefore, the need for a policy model that integrates technology with the principles of social inclusion is becoming increasingly urgent.

A similar phenomenon also occurs in Indonesia, especially in the implementation of community-based social policies. The Indonesian government has encouraged the digitalization of public services, from the distribution of social assistance to the village administration system, to accelerate interaction with the community. However, inequality in access to digital infrastructure between regions, low digital literacy, and the gap in technological capabilities between the younger generation and the elderly group are serious obstacles. Research shows that the adoption of technology in public services is often biased towards groups that already have digital capabilities, so that vulnerable groups such as the poor, women, and people with disabilities are increasingly marginalized (Sutrisno, 2024; Surtiari, 2024). Thus, the fundamental question that arises is how inclusive practices can be realised at the community level.

The context of Bali, especially Sanur Village, Denpasar, provides an interesting illustration in understanding the transformation of inclusive public administration. Sanur as an international tourist destination faces two challenges: on the one hand, it is required to quickly adopt technology to meet modern public service standards; on the other hand, it must maintain the participation of local communities with diverse capacities. A study on the transformation of tourist villages in Bali emphasizes the importance of maintaining a balance between technological innovation and community engagement to ensure inclusive and sustainable development (Mazya, 2023). This shows that community-based public administration practices cannot be separated from the strong local socio-cultural context.

Previous studies on inclusion in public administration have highlighted the dimensions of access and participation, but most are still macro and lack an in-depth study of community dynamics. For example, the research of Aranda-Jan et al. (2023) emphasizes more on access to technology as an instrument of inclusion, while the research of Tjahjadi (2022) discusses the importance of community participation in the management of public information. However, there is still a lack of research that integrates these two dimensions into a concrete community-based social policy framework, especially at the village level. This research gap is relevant to be filled, because the success of public administration inclusion is largely determined by the extent to which formal policies are able to integrate with local community initiatives.

In addition, there are still limited studies that explicitly discuss the implications of technological disruption on vulnerable groups in the context of local communities. Research by Nababan et al. (2024), for example, shows that there is a digital health divide in digital health services in Indonesia, but has not yet elaborated on inclusion practices in the community social policy sector. The same thing is also shown by Surtiari (2024) who highlights the relevance of local institutional structures in the social protection system, but does not delve into the dimensions of citizen participation in the era of digital technology. This gap is the basis for the importance of research with a case study approach in Sanur Village, in order to gain a deeper understanding of inclusive practices in public administration.

Based on this gap, this study aims to analyze how inclusive practices in public administration are realized through community-based social policies in the era of technological disruption. The focus of the research is directed at the dynamics of village government adaptation and citizen participation in managing social policies, especially how formal policies are integrated with local community initiatives. Using a qualitative case study method, this study examines the concrete experiences of village governments, community leaders, and beneficiary communities in responding to service digitization. The analysis is directed to understand the forms of inclusive practices, structural and cultural barriers, and community-based innovation opportunities in facing technological challenges.

The contribution of this research is twofold. Theoretically, the research enriches the study of public administration inclusion by adding community perspectives as key actors in the process of adaptation to technological disruptions. Thus, this research can broaden the understanding of the integration of inclusion theory with community-based social policy practices at the local level. Practically, the results of the research provide direct implications for local and national governments in formulating social policy models that are more participatory, adaptive, and responsive to vulnerable groups. In other words, this research is not only academic but also applicative.

On the other hand, this study also emphasizes that public administration inclusion is not just a problem of access to technology, but a socio-political process that requires multi-stakeholder collaboration. Public officials, indigenous leaders, women's groups, youth, and local communities have different but complementary roles in creating inclusive governance. This participatory approach is in line with the idea of public service co-production which emphasizes the importance of synergy between the state and communities to produce more sustainable policies (Sururi & Hasanah, 2025). Therefore, the case study in Sanur is an important arena to show how community collaboration can bridge the gap caused by technological disruption.

In conclusion, this introduction emphasizes the urgency of research on the transformation of public administration inclusion practices in community-based social policies in the era of technological disruption. Disruption has opened up opportunities for innovation, but it also increases the risk of exclusion, thus demanding adaptive and participatory policy strategies. With a focus on Sanur

Village, this study seeks to show that the success of inclusion is not only determined by formal government policies, but also by the extent to which the community is able to play an active role in responding to technological challenges. Thus, this research is expected to be able to make a real contribution to the development of public administration inclusion theory as well as community-based social policy practices in Indonesia.

LITERATURE REVIEW

Technology Disruption and Digital Literacy Gap

Research on digital literacy of public officials and local communities shows that technological disruption often widens the digital literacy gap territorially and socially. Silitonga's study (2022) found that the level of digital literacy in Indonesia is still at low to medium levels, especially in rural areas, with striking differences between big cities and villages in the ability to access and use digital information (Silitonga, 2022). Another study by Samudra, Tamamudin, and Ayatullah (2023) confirms that differences in data analysis skills and understanding of digital media also affect public participation in digital public services (Samudra et al., 2023). This gap is not only about hardware and infrastructure, but also adaptability to digital innovation, trust in digital systems, and readiness to change traditional ways of working. In the context of villages such as Sanur, the digital literacy gap is an important factor that must be taken into account in designing inclusion policies. Without attention to this aspect, technological disruption has the potential to be a force that reinforces inequality.

Community Participation and Public Service Co-production

The literature shows that community participation and co-production of public services play a critical role in addressing local needs, especially in community-based social policies. A study by Putra (2023) revealed that in the implementation of village planning, communities are often only invited to give aspirations in official forums, but there is no guarantee that these aspirations will be realized in concrete policies, which indicates participation at the tokenism level (Putra, 2023). A study by Zuhri, Haris, and Mukhlis (2022) in Samataring Village, East Sinjai found that communities are involved in setting public service standards (e.g. population administration services), but the implementation and socialization of these standards is often limited by facilities and human resources (Zuhri et al., 2022). Another study on coastal empowerment in Central Java, by Handoko, Djanegara, and Irawati (2023), shows that participation facilitated by local empowerment programs can strengthen the capacity of communities to adapt to change, including technological change, if institutional support is adequate (Handoko et al., 2023). In conclusion, community participation is not only a formality mechanism, but an element of gap mitigation and adaptation strategies.

Local Government, Formal Policies, and Implementation Challenges

Many studies underscore that although formal policies have been formulated to support digitalization and inclusion, implementation on the

ground is often hampered by several structural and administrative barriers. The Silitonga study (2022) shows that despite the awareness and desire of public officials to learn and share digital knowledge, not all have access to adequate training, technical support, and tools. Research on digital-based public service innovation in the Surakarta city government by Akhmad Al-Muttaqin and Nugroho (2024) indicates that the provision of online and offline options helps reach more citizens, but supervision, monitoring, and community feedback mechanisms are still weak, so the sustainability of innovation is not optimal (Akhmad Al-Muttaqin & Nugroho, 2024). In addition, Subarkah, Mulyani, and Idrus (2023) in a study on the digitization of SIAK (Population Administration System) noted that regulations related to electronic documents and personal data protection are important issues that can hinder citizens' access to digital services if the legal provisions are unclear or unknown to the wider public (Subarkah et al., 2023). All of this signifies that formal policies must be accompanied by responsive implementing and regulatory capacity.

Impacts on Vulnerable Groups and Local Contextual Aspects

Vulnerable groups including the poor, the elderly, people with disabilities, and remote areas are seen to experience the most negative impacts from technological disruption. A national literature study by Samudra et al. (2023) shows that residents in villages with poor internet infrastructure or unstable electricity have significant limitations in accessing digital public services. On the other hand, research by Suryanegara, Posdo Simarmata, and Indrawan (2023) in the context of stunting control programs in several villages said that the active participation of local communities directly helps reduce barriers to access to health services, but policy interventions that take into account local conditions such as culture, local communication, and community resources are still needed (Suryanegara et al., 2023). In the context of Bali, Rustariyuni's (2022) research on cooperatives in Bali during the COVID-19 pandemic shows that cooperatives that successfully adopt technological innovations are those with strong social capital, active local networks, and technical training support. Cultural aspects, local norms, and community structures are the differentiators between the successful and the left behind.

Inclusive Policy Design Strategies and Responsive Mechanisms

The literature also offers several strategies for making community-based social policies more inclusive and responsive to technological disruption. One of the strategies that emerged is to provide a choice of service channels (online and offline) so that residents who cannot access digitally are still served (Akhmad Al-Muttaqin & Nugroho, 2024). Furthermore, a local digital literacy training approach that is tailored to the needs of the community (local) and the cultural context is considered essential (Silitonga, 2022). Transparency, accountability, and citizen feedback mechanisms such as community consultation forums, the use of public complaint applications, and the empowerment of local leaders are used as examples of good practices (Zuhri et al., 2022; Handoko et al., 2023). In several studies, regulations on the protection of personal data and electronic

documents are also part of the design of sustainable policies so that public trust is not eroded (Subarkah et al., 2023). All of these strategies are relevant for your research in Sanur to design an inclusive practice model that is not only formal but also adaptive.

METHODOLOGY

Types and Approaches of Research

This study uses a qualitative approach with the selected case study design as it is relevant to understand in depth the inclusion practices of public administration in the context of a particular community. The case study allows researchers to explore the dynamics of interaction between government and community in a contextual manner, so that they can capture the complexity of transforming public administration practices in the era of technological disruption (Yin, 2021). The selection of a qualitative approach is based on the consideration that this research focuses on the meaning, experience, and perspective of the research subject, not on the measurement of quantitative variables. This approach is also in line with the purpose of the research to explore in depth the practice of community-based social policies in Sanur Village, Denpasar, Bali. Similar qualitative studies have been widely used to examine issues of public governance and digital transformation because they are able to explain complex social phenomena through the interpretation of meaning (Creswell & Creswell, 2023).

Population and Sampling Techniques

The population of this study includes all stakeholders involved in community-based social policies in Sanur Village, ranging from public officials, community leaders, to beneficiary communities. The sampling technique uses non-probability sampling with a purposive sampling approach, where the selection of informants is based on considerations of their relevance and direct involvement in public administration inclusion practices (Etikan & Bala, 2023). A total of eight key informants were selected, consisting of three public officials, two community leaders, and three beneficiary communities. This number is considered adequate for qualitative studies because it allows for in-depth data exploration while maintaining the focus of the research (Guest et al., 2020). The selection of the number of respondents also considered the principle of data saturation, which is a condition when the data obtained has been repeated and does not provide significant new information.

Data Collection Techniques

Data was collected through three main techniques, namely in-depth interviews, participatory observations, and policy documentation studies. In-depth interviews were conducted in a semi-structured manner with interview guidelines compiled based on previous literature reviews on public administration inclusion practices and service co-production (Osborne & Strokosch, 2021). The interview instrument included questions about the experience of adapting to technological disruptions, community participation, and barriers faced in policy implementation. Participatory observations were

conducted to gain a contextual understanding of the daily interactions between the government and residents in Sanur Village, while policy documentation was used to examine formal rules, program reports, and digital archives related to social policies. Inter-method triangulation is used to ensure the validity of the data collected (Flick, 2022).

Data Validity and Reliability

The validity of the data is maintained through the application of qualitative validity strategies, namely source triangulation, method triangulation, and member checking. Source triangulation is carried out by comparing information from public officials, community leaders, and beneficiary communities, while the triangulation method is obtained by combining interviews, observations, and documentation (Flick, 2022). Member checking is carried out by confirming the results of the interview with the informant to ensure that the researcher's interpretation is in accordance with their intentions. Reliability is maintained through systematic recording of the research process in field records and the use of consistent interview guidelines among all informants. This technique is in line with best practices in qualitative research to guarantee consistency and credibility of findings (Nowell et al., 2021).

Research Procedure

The implementation of the research begins with the preparation stage, namely the preparation of interview instruments, observations, and administrative documents. The next stage is data collection through in-depth interviews, participatory observations, and documentation review. After that, the data is transcribed, encoded, and analyzed thematically. During the process, researchers maintain ethical involvement by requesting informed consent and maintaining the confidentiality of participants' identities. Furthermore, the results of the initial analysis were discussed with several informants for validation through member checking. The final stage is the preparation of research reports by relating empirical findings to previous theories and literature. This procedure is designed to be transparent, systematic, and traceable, as per contemporary qualitative research standards (Creswell & Creswell, 2023).

Data Analysis Techniques

Data analysis was carried out with a reflective thematic analysis approach that allowed the identification of patterns, themes, and meanings in qualitative data (Braun & Clarke, 2022). The analysis process includes six stages: data familiarization, initial code creation, theme search, theme review, theme definition and naming, and final report preparation. Analysis is assisted by NVivo 12 Plus software to organize, codify, and visualize relationships between themes. The use of this software increases the transparency and traceability of the analysis process (Jackson & Bazeley, 2023). With this approach, the research can delve deeply into inclusive practices in public administration, uncover the

dynamics of government and community adaptation, and identify gaps that arise in the era of technological disruption.

RESEARCH RESULT

Transformation of Public Services through Digitalization

The results of the study show that the digitization of public services in Sanur Village brings a significant transformation in the relationship between public officials and residents. Since 2021, online applications have been used for population services, social assistance distribution, and village information delivery. Public officials consider this innovation to make services faster and more transparent. A public servant informant stated: *"With the application system, citizens' data can be verified immediately without having to wait for days. This shortens the time and reduces the potential for errors"* (A-1, July 10, 2025 interview). These findings show that technology not only modernizes bureaucratic procedures, but also builds citizens' trust in the effectiveness of services.

However, digitalization also poses challenges, especially for community groups who have limited devices or internet access. Some public informants admitted that they still rely on face-to-face services due to economic limitations. One of the community informants said: *"I don't have a smartphone that can install the application, so if I need administrative matters, I still have to come directly to the village office"* (M-2, interview July 14, 2025). These barriers indicate the existence of a digital divide that has the potential to create inequality of access in public services.

Field observations show that the productive age group is relatively more adaptive in operating online applications, while the elderly group prefers direct interaction with officers. In fact, there are residents who claim that they are not confident in using digital services because they are afraid of making mistakes. An elderly informant said: *"I'm afraid of hitting the wrong button, it's better to ask for help from the child or come directly to the village office"* (M-3, interview July 18, 2025). This phenomenon underscores the importance of a hybrid approach that continues to provide face-to-face services for vulnerable groups. Thus, digital transformation in Sanur Village shows significant progress, but social inclusion remains an important issue that needs to be answered through adaptive policies.

Community Participation in Social Policy

Research has found that local communities play a central role in bridging formal policy with the needs of citizens. The village deliberation forum is an important arena to formulate digital policy adaptation to suit the local socio-cultural context. Community leaders, such as banjar leaders and women's groups, play an active role in ensuring that residents' voices are accommodated. A community leader said: *"If it is only the rules from the government, many residents are confused. So we discussed it first in the banjar, then explained in an easy-to-understand way"* (K-1, interview July 12, 2025). This shows that community participation is not just a formality, but a real mechanism to connect policies with the reality of citizens.

In addition to formal forums, the community also initiated digital mentoring programs. One of the innovations that emerged was the formation of

digital companion groups by local youth. They voluntarily help the elderly and underprivileged to access public service applications. A community informant said: *"Our young people are trained to be able to accompany their parents when it comes to online administration. Otherwise, they will be left behind"* (K-2, July 20, 2025 interview). This program has proven to be effective in reducing digital literacy barriers while increasing social solidarity at the community level.

The participation of the beneficiary community is also seen in the form of feedback on digital services. Residents are not only the recipients of policies, but also provide input for system improvement. A community informant said: *"The app is good, but sometimes it's slow. I conveyed in the deliberation that there would be improvements"* (M-1, interview July 16, 2025). This feedback mechanism shows that citizen participation goes both ways, namely not only in the implementation stage but also in policy evaluation.

Overall, community participation is key in ensuring that public administration inclusion practices run effectively. With the involvement of various actors, ranging from officials, community leaders, to beneficiaries, the digitization process of public services in Sanur Village is more responsive to the real needs of the community. This is in line with the research objectives that emphasize the importance of collaboration between formal policies and local community initiatives so that inclusion is not just a normative concept, but is realized in real practice.

Digital Literacy Barriers and Social Gaps

Thematic analysis shows that digital literacy barriers are the dominant factor that strengthens social disparities in Sanur Village. Of the eight informants, six of them highlighted the limitations of citizens in understanding and operating public service applications. Domestic women and informal workers are the most affected due to the lack of access to training and low exposure to digital technology. One of the public officials stated: *"We often find that citizens have difficulty even just creating an account on the application. A lot of help must be done from the beginning, from how to download the application to how to log in"* (A-2, interview July 11, 2025). This shows that although digitalization expands access to services, uneven levels of digital literacy can actually create new exclusions.

Differences in education levels also affect adaptability. Field observations show that people with high to upper education are relatively more likely to understand digital instruction, while those with low education tend to be hesitant or even reluctant to use apps. One of the community informants revealed: *"I just graduated from elementary school, so I was confused if I had to fill in the data in the application. Fear of being scolded for being wrong"* (M-1, July 15, 2025 interview). This fear has the potential to reduce citizen participation in utilizing public services, thereby widening the gap between groups that are able and unable to adapt.

In addition to the literacy factor, infrastructure problems are also a significant obstacle. In the suburbs of Sanur Village, the internet network is often unstable so that applications cannot be used optimally. This has caused frustration among citizens who rely on online services. A community leader

stated: *"If the network is weak, residents will be angry because they cannot access services. They finally returned to the village office even though there was already an application"* (K-1, July 17, 2025 interview). This fact confirms that digital transformation is not enough with application innovation alone, but also requires adequate infrastructure support.

Furthermore, digital literacy barriers also have an impact on the emergence of gender inequality. Informants from women's groups said that they often rely on children or husbands to use the application. One of the women said: *"If there is an online affair, I wait for my son to come home from work to help. I myself don't dare to try"* (M-2, July 19, 2025 interview). This shows that digital literacy is not only a technical issue, but also related to social dynamics in households that have implications for access to public services.

Thus, digital literacy barriers and social gaps are serious challenges that need to be answered through inclusive policies. Otherwise, digitalization risks creating new exclusions for vulnerable groups.

Multiactor Collaboration in Overcoming Gaps

The findings of the study show that multi-stakeholder collaboration is a key strategy in overcoming digital literacy barriers and social gaps in Sanur Village. The village government does not work alone, but involves indigenous leaders, civil society organizations, and youth communities in strengthening digital inclusion. One of the initiatives born from this collaboration is the establishment of a digital post at the Banjar Hall. This post serves as a consultation center for residents who have difficulty accessing public service applications. A public servant explained: *"At the digital post, residents can come at any time to ask for help. There are village staff and also volunteers from youth who are ready to help"* (A-1, interview July 13, 2025). The digital post has proven to be an effective interaction space between officials and residents in strengthening digital literacy.

Indigenous leaders play an important role in building public trust in the use of technology-based services. By using a cultural approach, indigenous leaders are able to bridge community resistance to change. One of the community leaders emphasized: *"If we explain in everyday language and relate it to the value of togetherness, it is easier for residents to accept. Not as rigid as government rules"* (K-2, July 20, 2025 interview). The role of these traditional leaders shows that cross-actor collaboration is not only a technical issue, but also a matter of social legitimacy.

In addition, the youth community plays a key role in providing digital literacy training. They routinely hold mentoring activities aimed primarily at elderly residents. The researcher's observation noted that there was a training session at the banjar hall attended by dozens of residents, where local youth gave simple instructions on the use of public service applications. One of the community informants said: *"The young people patiently taught us. If it wasn't for them, maybe I wouldn't have dared to try the app"* (M-3, July 22, 2025 interview). The presence of youth as agents of change confirms that digital inclusion requires the active role of a generation that is more adaptive to technology.

This cross-actor collaboration ultimately gave birth to an adaptive and participatory model of inclusive practice. The combination of formal policies, cultural legitimacy, and community initiatives makes digital transformation in Sanur Village more responsive to the needs of residents. A public servant concluded: *"If only the government moves, the results will not be optimal. With the support of indigenous leaders, youth, and communities, digitalization can be more accepted by the community"* (A-3, interview July 24, 2025). This multi-stakeholder synergy shows that public administration inclusion cannot be separated from the cooperation of various parties, especially in the context of the era of technological disruption.

Impact on Vulnerable Groups

Research shows that vulnerable groups, such as the elderly, the poor, and people with disabilities, still face serious challenges in utilizing digital-based public services. The obstacles experienced are not only technical, but also cultural and psychological. The elderly, for example, have difficulty reading small text on the app screen or understanding the technical terms used. One of the community informants said: *"I am often confused about reading the writing on the application because it is small. It's better to come directly to the village office, so it's clear"* (M-1, interview July 15, 2025). These findings show that aspects of application design and digital literacy are crucial factors for the involvement of the elderly group.

The poor face different obstacles, especially related to limited devices and the cost of internet access. Many of them do not have adequate smartphones to download public service applications. One of the public officials revealed: *"Many residents do not have smartphones, so they still come directly. If everyone is forced to go online, there will be those left behind"* (A-2, interview July 19, 2025). This emphasizes that digitalization without the support of basic facilities actually widens social gaps.

People with disabilities, especially those with visual impairments, also face difficulties in accessing digital services. An informant of the visually impaired community said: *"This application cannot be read aloud, so I still ask for help from others"* (M-3, interview July 21, 2025). This situation shows that digital inclusion must consider the specific needs of groups with disabilities by providing accessibility features.

In response to these challenges, the village government and local communities implemented a hybrid strategy, which is to keep face-to-face services open at village offices as an alternative for vulnerable groups. The public apparatus explained: *"We cannot close manual services. For the elderly, people with disabilities, and the poor, there is still a face-to-face route so that they are not marginalized"* (A-3, interview July 23, 2025). This strategy does maintain accessibility, but it is still temporary because there is no more systematic policy to ensure the full inclusion of vulnerable groups.

Thus, it can be concluded that although digitalization is accelerating public services, its impact on vulnerable groups is still not entirely positive. Inequality of access to technology has the potential to deepen social marginalization if it is not balanced with inclusive affirmative policies.

Integration of Formal Policies and Local Initiatives

Another important finding is that public administration inclusion practices are more successful when formal policies set by the government are combined with community-based local initiatives. The policy of digitization of public services that comes from the central level can only be implemented effectively if it is translated in a socio-cultural language that is understood by local residents. A public official stated: *"If you only follow the instructions of the center, it is difficult for the citizens to understand. We have to adapt to local conditions"* (A-1, July 12, 2025 interview). This emphasizes that policy adaptation is an absolute requirement for digital transformation to be accepted by the public.

A tangible example of the integration of formal policies and local initiatives can be seen in the implementation of population e-administration. Initially, this application was rarely used because it was considered complicated and full of technical terms. However, after community leaders were involved in socialization using everyday language, the adoption rate increased significantly. One of the community leaders explained: *"If the socialization is from the authorities, many residents are confused. But if we explain it in everyday Balinese, they immediately understand"* (K-1, interview July 18, 2025). This shows that community legitimacy plays an important role in connecting policy with social reality.

In addition to socialization, the local community also provides technical assistance in the form of assistance in the use of applications. Banjar youth, for example, actively assist residents in operating digital services. A community informant revealed: *"If there are young people who help, I dare to try the application. If you are alone, you don't dare"* (M-2, interview July 20, 2025). This initiative makes formal policies more inclusive because they really touch the practical needs of citizens.

The integration of formal policies and local initiatives not only increases the effectiveness of implementation, but also strengthens citizens' sense of ownership of digitalization programs. A community leader asserted: *"Residents feel that this is not only a government program, but also ours because it is adapted to local culture and customs"* (K-2, July 25, 2025 interview). This synergy makes the digitalization policy not just an instruction from above, but the result of joint adaptation between the government and the community.

Thus, it can be concluded that the success of public administration inclusion in the era of technological disruption depends on a harmonious integration between formal policies and local initiatives. Without community involvement, digitalization policies tend to lose relevance; On the contrary, with good integration, the policy can be more participatory, adaptive, and responsive to the needs of the community.

DISCUSSION

Research findings on the transformation of public services through digitalization in Sanur Village show an increase in efficiency, transparency, and accessibility of services. Digitalization allows public officials to verify data faster while minimizing the potential for administrative errors. These results are in line with the study of Elia, Margherita, and Passiante (2022) which emphasized that digitalization in public administration can increase bureaucratic efficiency and

strengthen citizens' trust in public institutions. However, this study also confirms the paradox of digitalization, where innovation can actually widen social gaps when not all citizens can access technology. This is consistent with the analysis of Mergel et al. (2022) which shows that although digital government promises inclusion, the practice still faces issues of access and distribution fairness.

Community involvement in digital-based social policy is an important factor that distinguishes the results of this study from several previous studies. Field results show that community participation is not just procedural, but in the form of substantive public service co-production. Indigenous leaders, women's groups, and youth play an active role in bridging formal regulations with the needs of citizens, including through digital mentoring programs. These findings strengthen the argument of Nabatchi and Sancino (2023) that co-production not only increases the legitimacy of policies, but also becomes a means of social innovation to answer the needs of diverse citizens. Here it can be seen that community participation can reduce policy biases that are often top-down, as also found by Brandsen et al. (2021) in their study of community-based governance.

The issue of digital literacy has emerged as the main obstacle that has implications for social inequality. Differences in education levels, gender, and economic capacity contribute to this gap. Domestic women and informal workers are the most vulnerable groups due to lack of access to training and lack of digital device support. This phenomenon is in line with the findings of Robinson et al. (2020) who emphasized the existence of a social dimension in the digital divide, where digital literacy is influenced by gender, economic, and sociocultural factors. These findings also confirm the importance of a contextual digital literacy approach as stated by Van Dijk (2020), namely that access is not only viewed from device ownership, but also skills, motivation, and social environmental support.

This research also highlights multi-stakeholder collaboration as a strategic mechanism in addressing gaps. Village governments, indigenous leaders, youth communities, and civil society organizations play a synergistic role in creating adaptive inclusion practices. For example, digital posts and youth training are important instruments to help elderly citizens and poor groups. This collaboration supports the argument of Ansell and Torfing (2021) who emphasize the importance of collaborative governance in dealing with the complexity of public policy in the digital age. In addition, the integration of local cultural values carried out by indigenous leaders shows that social legitimacy is a prerequisite for the success of digital innovation in public services, in line with the findings of Cepiku and Giordano (2021) on the importance of socio-cultural context in innovative governance.

The impact on vulnerable groups shows the serious limitations of the digitalization of public services. The elderly, the poor, and people with disabilities face technical and structural barriers that cannot be overcome by the provision of applications alone. The hybrid strategy implemented by the village government is a pragmatic step to maintain accessibility, although it is not enough to guarantee full inclusion. This corroborates the analysis of Masiero and Spohrer (2022) who assert that without affirmative policies, digitalization

actually strengthens digital exclusion. Thus, this study contributes to the literature by showing how hybrid strategies can be a transitional solution for communities that still face limited literacy and infrastructure.

The integration of formal policies with local initiatives has proven to be the key to the success of inclusion practices in Sanur Village. Socialization in local languages, technical assistance by youth, and legitimacy of traditional leaders make central policies easier to accept by the community. This shows the importance of translating policies into the socio-cultural context of the community, as stated by Ostrom (2020) regarding the relevance of local institutions in realizing adaptive policies. This study also reinforces the findings of Aranda-Jan et al. (2023) that the success of digitizing public services is largely determined by local factors that mediate the implementation of top-down policies.

However, this study has limitations. First, the number of informants is limited to eight people, so the generalization of findings is still contextual in Sanur Village. Second, this study only uses qualitative data so that it cannot measure the extent of the effectiveness of digitalization policies in quantitative numbers. Third, the sustainability aspects of community programs such as digital mentoring are still unclear, so longitudinal research is needed to assess the consistency of inclusion practices. Therefore, further research is recommended to involve a wider sample, use a mixed methods approach, and pay attention to the sustainability aspects of the policy in the long term.

Overall, this discussion emphasizes that the transformation of public administration inclusion practices in the era of technological disruption is not only determined by digital innovation, but also by the synergy between formal policies and local initiatives. The contribution of this research lies in enriching the theory of inclusion in public administration with a community perspective, as well as on the practical level of providing a participatory, adaptive, and responsive community-based social policy model. Thus, this research broadens the horizon of understanding how technological disruption can be managed inclusively at the local level.

CONCLUSION

This research shows that the transformation of public administration inclusion practices in the era of technological disruption not only results in the acceleration of public services, but also presents challenges in the form of digital divides that have the potential to eliminate vulnerable groups. A case study in Sanur Village shows that the digitization of population administration services and application-based social policies is able to increase efficiency, transparency, and expand interaction between public officials and citizens. However, limited digital literacy, uneven internet infrastructure, and limited device ownership are still the main obstacles to realizing inclusion. This condition confirms that technological innovation in public administration must always be accompanied by a policy strategy that considers the social, cultural, and community context.

More effective inclusion practices are realized when formal policies are combined with local initiatives that are adaptive to technological change. The role of communities, both traditional leaders, youth groups, and community

organizations, has proven to be crucial in bridging government regulations with the real needs of citizens, especially vulnerable groups. The integration between central policies and local wisdom as well as community-based participatory mechanisms shows a more responsive and adaptive governance model in the midst of technological disruption. Theoretically, this research enriches the study of inclusion in public administration, while practically providing recommendations for the development of participatory, adaptive, and responsive social policy models in the face of evolving digital changes.

ADCANED RESEARCH

Future studies should further investigate how inclusive public administration can be strengthened in the context of rapid technological disruption by examining diverse regional settings with varying levels of digital readiness. Research is needed to evaluate how different combinations of formal government policies and community-based initiatives can effectively reduce digital divides and safeguard vulnerable populations. In addition, comparative studies across villages, cities, or countries could provide deeper insights into the factors that enable or hinder adaptive and participatory governance models. Future inquiry may also explore the long-term sustainability of inclusion strategies, the role of digital literacy programs, and the impact of emerging technologies on citizen engagement, ensuring that innovation in public administration remains equitable and context-sensitive.

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