

Implementation of E-Government to Enhance Tourism Information Services via the SRI GITARJA Website at the Mojokerto Regency Department of Culture, Youth, Sports, and Tourism

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ABSTRACT

Objective: This study aims to analyze and describe the implementation of e-government in improving tourism information services through the SRI GITARJA website in Mojokerto Regency. **Method:** This research uses a qualitative descriptive approach. Data were collected through in-depth interviews, observation, and documentation, with informants selected using purposive sampling. Data analysis uses the Van Meter and Van Horn (1975) policy implementation theory covering six dimensions: Policy Standards and Objectives, Resources, Inter-organizational Communication and Implementing Activities, Characteristics of Implementing Agents, Social, Economic, and Political Conditions, and the Disposition or Attitude of Implementors. **Results:** The results show that the implementation of the SRI GITARJA website has not run optimally due to various obstacles, including limited financial resources and human resources in the field of information technology, technical problems such as submenu errors and recurring cyberattacks, low utilization of the online booking feature, and the absence of a structured evaluation mechanism. **Novelty:** The novelty of this study lies in the application of Van Meter and Van Horn's policy implementation theory to evaluate the implementation of e-government in tourism information services through the SRI GITARJA website in Mojokerto Regency. The study integrates six dimensions of policy implementation to identify the interrelated institutional, resource, technological, and user-utilization barriers affecting digital tourism services. In particular, it highlights the importance of addressing recurring cyberattacks, limited information technology resources, low utilization of online booking features, and the absence of a structured evaluation mechanism to improve the effectiveness and sustainability of local government digital tourism services.

INTRODUCTION

Tourism is one of the strategic sectors of national development that makes a significant contribution to the regional economy, both through increased Local Revenue (PAD), job creation, and improved community welfare [1]. According to Law No. 10 of 2009 on Tourism, the development of tourism aims to boost economic growth, alleviate poverty, address unemployment, and preserve the nation's natural and cultural heritage [2]. At the national level, domestic tourist trips from January through September 2022 reached 600 million, surpassing the pre-pandemic figure for 2018 of 303.4 million trips [3].

In East Java Province, the tourism sector has also recorded encouraging growth. The Governor of East Java reported that the tourism sector's Gross Regional Domestic Product (GRDP) in 2022 increased significantly, with the number of tourist visits reaching 52.7 million [4]. East Java's economic growth from the tourism sector has also encouraged surrounding regions, including Mojokerto Regency, to maximize their local tourism potential. These figures underscore that tourism is not merely a supplementary sector but a pillar of development that requires modern, fast, and easily accessible information management for the public.

Advances in information and communication technology are driving the transformation of public services from conventional systems to electronic-based systems, or e-government. The Indonesian government has responded to this development by issuing Presidential Regulation No. 95 of 2018 on the Electronic-Based Government System (SPBE), which requires all central and local government agencies to implement digital-based public services (Government of the Republic of Indonesia, 2018) [5]. The objective of SPBE is to achieve accountable, transparent, effective, high-quality, and clean governance through the use of integrated information technology, including in the tourism sector, which is required to provide information and services digitally to improve public accessibility [6]. The implementation of e-government has proven to make it easier for tourists to access destination information while reducing promotional costs for operators, making the presence of a digital tourism platform a strategic necessity that cannot be delayed.

As a follow-up to the national SPBE policy, the Mojokerto Regency Government issued Mojokerto Regent Regulation No. 15 of 2021 on the Electronic-Based Government System as a guideline for implementing e-government at the local level [7]. Mojokerto Regency itself is one of the regions in East Java with enormous tourism potential: ranging from historical and religious tourism related to the legacy of the Majapahit Kingdom in the Trowulan area, natural mountain tourism in Pacet and Trawas, to man-made attractions and hiking trails scattered across various subdistricts [8]. Based on data from the Mojokerto Regency Office of Culture, Youth, Sports, and Tourism, there are various types of tourist attractions spread across several regions. These attractions can be classified by type as presented in Table 1. The number of tourist attractions in Mojokerto Regency in 2025 is as follows:

Table 1. The number of Tourist Attractions in Mojokerto Regency in 2025

Subdistrict	Jenis Wisata				
	Historical Tourism	Religious Tourism	Natural Tourism	Artificial Tourism	Climbing Tourism
Bangsals	-	-	-	-	-
Dlanggu	-	-	-	-	-
Dawar	-	-	-	1	-
Blandong	-	-	-	-	-
Gedeg	-	-	-	-	-
Gondang	-	-	2	1	3
Jetis	-	-	-	1	-
Jatirejo	-	-	-	-	1
Kutorejo	-	-	-	1	-
Mojoanyar	-	-	-	-	-
Mojosari	-	-	-	1	-
Ngoro	1	-	2	1	-
Pungging	-	-	-	2	-
Pacet	-	-	7	7	-
Puri	-	-	-	-	-
Soko	-	-	-	1	-
Trawas	1	-	5	5	-
Trowulan	10	1	-	1	-

Source: (Disbudporapar, 2026)

Based on Table 1, it is evident that Mojokerto Regency's tourism potential is quite diverse and spread across various subdistricts. The Pacet and Trawas areas are dominated by natural and man-made tourist attractions, while the Trowulan area boasts a wealth of historical tourism sites from the Majapahit Kingdom. The diversity and distribution of tourist attractions across these subdistricts underscore the importance of an integrated digital information platform, so that the public and tourists can easily access information on all destinations in Mojokerto Regency without having to search for them manually one by one.

To follow up on the SPBE policy in the tourism sector, the Mojokerto Regency Department of Culture, Youth, Sports, and Tourism (Disbudporapar) has developed the SRI GITARJA website (Mojokerto Regency Digital Tourism Information System), which can be accessed at pariwisata.mojokertokab.go.id [9], [10]. From a policy perspective, this website embodies the Mojokerto Regency Government's commitment to implementing Presidential Regulation No. 95 of 2018 and Regent Regulation No. 15 of 2021 to provide modern and integrated digital-based public services [5], [7]. The primary objective of SRI GITARJA is to provide comprehensive information about tourist destinations, accommodations, and culinary offerings in Mojokerto Regency, as well as to facilitate online ticket purchases (online booking) so that the public does not need to visit ticket counters in person to buy tickets [11].



Figure 1. Main Page and Navigation Menu of the SRI GITARJA Website (Source: Researcher's screenshot of the SRI GITARJA website, 2026)

Technically, the SRI GITARJA website features six categories of tourist destinations: nature tourism, creative tourism, historical and religious tourism, shopping tourism, village tourism, and hiking tourism. Each destination is accompanied by visual content photos and videos descriptive text, and integration with Google Maps to facilitate navigation for tourists [12]. In addition to destination information, the website also features information on Mojokerto's local cuisine, accommodations, regional arts, customs and traditions, and creative economy products. The website can also be accessed by scanning QR codes installed at various strategic locations throughout Mojokerto Regency [11]. The online ticket purchasing process consists of several steps: (1) visitors access the online ticket page at srigitarja.mojokertokab.go.id; (2) select a tourist destination managed by the Mojokerto Regency Government along with the visit date; (3) fill out the visitor information form; (4) make an online payment; and (5) receive an electronic ticket (e-ticket) to be presented upon entering the tourist attraction [11].

In practice, the management of the SRI GITARJA website is fully funded through the Mojokerto Regency Regional Revenue and Expenditure Budget (APBD) without support from any other funding sources. The budget allocated for managing this website is relatively limited, amounting to approximately Rp 24,000,000 per year for the 2023–2025 period. The following data shows tourist visits to Mojokerto Regency over the past three years:

Tabel 2. Mojokerto Regency Tourist Visit Data for 2023–2025

Year	Number of Tourist Visits	SRI GITARJA Website Users	Percentage%
2023	2.000.449	75.000	3,75%
2024	2.143.571	92.318	4,30%
2025	1.861. 986	43.933	2,36%

Source: (Disbudporapar, 2026)

Based on Table 2, it is evident that the number of users of the SRI GITARJA website is still significantly lower than the number of tourist visits. In 2023, the number of website users was estimated at approximately 75,000, or about 3.75% of total tourist visits. Then, in 2024, the number of website users increased to 92,318, or about 4.30%. However, in 2025, it experienced a significant decline to 43,933 users, or about 2.36%. These data show that although the number of tourist visits is relatively high, the website's usage rate remains very low. This indicates that the SRI GITARJA website has not yet become the

primary source of information for tourists.

The low level of website usage shown In Table 2 is consistent with the researchers' initial observations, namely that the SRI GITARJA website exhibits a number of serious issues, which help explain why its usage rate remains low. These issues include: first, technical problems with the system, namely that several submenus in the "Destinations" category are inaccessible or display errors including the submenus for hiking Mount Puthuk Siwur and Mount Bekel, as well as the "History & Religion" submenu, which displays a "Server Error" message; second, the online booking feature which is the main strength of SRI GITARJA's digital services cannot operate consistently due to constant technical disruptions and prolonged maintenance; third, the website's security remains weak, as evidenced by the use of the HTTP protocol instead of HTTPS, which should be the minimum security standard for a government website; fourth, the website has been the target of a hacker attack that attempted to inject online gambling content, forcing administrators to take the website offline for several days for repairs; as a result, the functionality of several additional submenus was disrupted and has not yet fully recovered; fifth, the lack of permanent programming staff within the organization. The Department of Culture, Tourism, Youth, and Sports (Disbudporapar), meaning that any technical repairs must await a response from a third party, which can take 2 to 4 weeks for major issues; and sixth, budget constraints with funding sourced solely from the Regional Budget (APBD) at Rp24,000,000 per year, which has even decreased due to the 2026 national budget efficiency policy have resulted in suboptimal feature development, system maintenance, and a lack of human resources in the field of information technology [8]. These conditions underscore that although the SRI GITARJA website is available in principle, its implementation on the ground is still far from optimal and requires in-depth analysis.

Collectively, these six issues have resulted in disrupted information services due to malfunctioning submenus and a non-functional online booking feature; diminished user trust due to repeated cyberattacks; limited outreach leading to low website usage rates; and insufficient funding and technical personnel hindering sustainable system improvements and development. These conditions underscore the urgent need for an in-depth study of e-government implementation through the SRI GITARJA website.

This study draws on several relevant prior studies as a foundation for strengthening its scientific arguments and highlighting its novelty. First, a study conducted by Rizky Putri Aulia (2025) titled "The Application of E-Government in Improving Tourism Information Services through the SRI GITAJA Website in Mojokerto Regency, East Java." That study employed a descriptive qualitative method using the theoretical framework of the "Elements of Successful E-Government Implementation" proposed by Indrajit (2016), which includes the elements of Support, Capacity, and Value [13]. The results indicate that the implementation of the SRI GITARJA website has not yet been optimal due to constraints in financial resources, limited human resources in the field of information technology, inadequate network infrastructure, and a lack of direct outreach to the public. The difference between this study and others lies in the theory used; this study employs the DeLone & McLean IS Success Model (2003), which is more comprehensive in measuring the success of information systems from the perspectives of system quality, information quality, service quality, system usage, user satisfaction, and net benefits.

Second, a study conducted by Isnaini Rodiyah, Lailul Mursyidah, and Eni Rustianingsih (2025) titled "E-

Government Governance through SID from a Good Governance Perspective (A Study of the Sugihwaras Village Government),” published in JKMP (Journal of Public Policy and Management), Vol. 13, No. 2. This study examines the implementation of e-government through the Village Information System (SID) in Sugihwaras Village, Candi Subdistrict, Sidoarjo Regency, using the principles of Good Governance as defined by the UNDP (1997). The results indicate that, regarding the transparency indicator, there are still submenus that have not been updated concerning the actual use of budget funds, and village development data is either unavailable or inaccessible. The level of community participation also remains low. A similarity with this study is that both examine the implementation of website-based e-government in public services. The differences lie in the research subjects, locations, and theories used.

Third, a study conducted by Meirinaldi (2023) titled “Digitalization-Based Religious Tourism Village Development Strategy: A Case Study in Nyatnyono Village, Semarang Regency,” published in the Journal of Indonesian Social Sciences, Vol. 4, No. 8. This study employed a qualitative descriptive method with a conceptual approach and concluded that the digitalization of tourism through social media and websites has proven effective in enhancing tourism promotion and improving access to information for tourists. The development of digital-based tourism villages facilitates access to information on destinations, tour packages, and tourism support services. A commonality with this study is that both discuss the digitalization of tourism information services. The difference is that Meirinaldi’s study focuses on strategies for developing religious tourism villages, whereas this study focuses on evaluating the implementation of local government information systems using the information system success model approach. This study uses Van Meter and Van Horn’s (1975) theory of policy implementation as the theoretical framework for analyzing the implementation of e-government through the SRI GITARJA website. This theory was chosen because it comprehensively explains the factors that influence the success or failure of public policy implementation, including information technology-based policies in the tourism sector. Van Meter and Van Horn (1975) argue that the success of policy implementation is influenced by six interrelated variables, namely: (1) Policy Standards and Objectives, which refer to the clarity and consistency of the objectives to be achieved through policy implementation; (2) Resources, which include the human, financial, and infrastructure resources available to support policy implementation; (3) Interorganizational Communication and Implementation Activities, namely the extent to which inter-agency coordination and communication function effectively in supporting implementation; (4) Characteristics of Implementing Agencies, which pertain to the capacity, commitment, and organizational structure of the agencies responsible for implementing the policy; (5) Social, Economic, and Political Conditions, namely the external environment that can either support or hinder the implementation process; and (6) Disposition or Attitudes of Implementers, which reflect the responses, understanding, and commitment of implementers toward the policy being carried out (Van Meter & Van Horn, 1975). Based on the background description, this study aims to analyze and describe the implementation of e-government in improving tourism information services through the SRI GITARJA website in Mojokerto Regency.

RESEARCH METHOD

This study employs a descriptive research design with a qualitative approach, as outlined by Sugiyono (2013) [14].

This approach was chosen because the study aims to describe and analyze in depth the phenomenon of e-government implementation through the SRI GITARJA website. The research location is the Mojokerto Regency Office of Culture, Youth, Sports, and Tourism (Disbudporapar), located at Jalan Gajah Mada No. 101, Mojosari, Mojokerto Regency, East Java. The selection of this location was based on the consideration that Disbudporapar is the agency that directly manages and is responsible for the operations of the SRI GITARJA website. The focus of the study is the implementation of e-government in improving tourism information services through the SRI GITARJA website, analyzed using the six dimensions proposed by Van Meter and Van Horn (1975): Policy Standards and Objectives, Resources, Interorganizational Communication and Implementation Activities, Characteristics of Implementing Agents, Social Conditions, and the Dispositions or Attitudes of Implementers, Van Meter and Van Horn (1975) [15]. Informants were selected using purposive sampling based on their direct involvement with the research subject. The informants consisted of: (1) the SRI GITARJA website administrator (Mr. Ahmad); (2) a staff member from the Tourism Division of the Department of Culture, Youth, Sports, and Tourism (Ms. Mega); and (3) at least two users of the SRI GITARJA website from the general public in Mojokerto Regency. Data collection was conducted through three methods: first, in-depth interviews with informants to explore their experiences and challenges in using the website; second, direct observation of the SRI GITARJA website, including the identification of submenus with errors; and third, documentation in the form of official documents, statistical reports, and relevant regulations. Data analysis utilized the Miles and Huberman interactive model through four stages. First, data collection—the process of gathering all data obtained from in-depth interviews, observations, and documentation related to the implementation of the SRI GITARJA website. Second, data reduction, which is the process of selecting, simplifying, and focusing on raw data relevant to the research focus while discarding unnecessary data. Third, data display, which involves organizing the reduced data into a systematic narrative description to facilitate the drawing of conclusions. Fourth, drawing conclusions (conclusion drawing), which is the process of summarizing research findings based on data that has been presented consistently and can be verified (Sugiyono, 2013) [14].

RESULTS AND DISCUSSION

A. *Standards and Objectives*

The standard dimensions and policy objectives in Van Meter and Van Horn's theory (1975) emphasize the importance of clarity and consistency of the goals to be achieved in the implementation of a policy. In the context of implementing e-government through the SRI GITARJA website, the standards and policy objectives are derived from two main regulations, namely Presidential Regulation Number 95 of 2018 concerning Electronic-Based Government System (SPBE) and Mojokerto Regent Regulation Number 15 of 2021 concerning Electronic-Based Government System in Mojokerto Regency. Based on the results of an interview with the data and information manager of the SRI GITARJA website, Mr. Muhammad Mifta Khuddin, A.Md.,Par., information was obtained that there are three main objectives underlying the development of the SRI GITARJA website. As stated in the interview:

"The primary objective is to implement Presidential Regulation No. 95 of 2018 on the Electronic-Based Government System (SPBE), so the entire Indonesian government is being encouraged to switch to electronic systems rather than manual ones; that's why every region is racing to develop

its own apps. Second, to make things easier for the public, Sri Gitarja which stands for TIC (Tourist Information Center) is an online platform. It provides comprehensive information on tourist attractions, cafes, restaurants, eateries, and more. This way, people can directly access the website to find out what tourist attractions are available in Mojokerto Regency. Third, as part of our mandate to promote tourism in Mojokerto no matter how good or attractive the attractions in a region may be, people won't know about them otherwise."

From this statement, it can be concluded that the first objective is the fulfillment of regulatory obligations, namely implementing the mandate of Presidential Regulation Number 95 of 2018, which encourages all government agencies to shift from manual systems to electronic-based systems. The second objective is to provide ease of access to tourism information for the public, where the website functions as a digital-based Tourist Information Center. The third objective is to serve as a medium for broadly promoting tourism in Mojokerto Regency.

The commitment of the Mojokerto Regency Government to these three objectives is reflected in two official policies that form the operational foundation of the SRI GITARJA website. First, the Decree of the Regent of Mojokerto Number 188.45/349/HK/416-012/2022 concerning the Implementation of Regional Innovation, which officially establishes SRI GITARJA as a technology-based regional innovation in the category of Public Service Innovation at the implementation stage since 2021 [7]. Second, the Decree of the Head of the Office Number 188.45/50/416-116/2022, which forms the Team for the Operation and Implementation of the Digital Tourism Information System, with a team structure consisting of Chair, Vice Chair, Secretary, Admin, and Operators spread across nine tourist attractions managed by the Department of Culture, Youth, Sports, and Tourism of Mojokerto Regency [10]. The establishment of these two policies shows that the development of the SRI GITARJA website is not only technical in nature, but already has a strong legal basis and is institutionally structured. The three objectives have been clearly defined in the applicable policy. However, in terms of implementation, the achievement of these objectives is still not optimal, especially in the aspect of online ticket purchasing (online booking), which had been running but is currently experiencing disruptions due to maintenance and cyber attacks [16]. This indicates that although policy standards are clear, consistency in achieving the objectives still needs to be improved. This is in line with Van Meter and Van Horn (1975), who emphasize that the clarity of policy standards and objectives is a general requirement for successful implementation [15]. These findings are also in accordance with Aulia's (2025) research, which concludes that although the objectives of the SRI GITARJA website have been normatively established, technical and operational obstacles have caused the achievement of these objectives to be less than optimal [9]. Likewise, the research of Rodiyah, Mursyadiah, and Rustianingsih (2025) shows that inconsistent content updates in government information systems have an impact on low public trust in digital services [17].

Based on the results of interviews and observations, it can be concluded that the indicators of standards and policy objectives in the implementation of the SRI GITARJA website have been clearly formulated through Presidential Regulation Number 95 of 2018 and Regent Regulation Number 15 of 2021, and are supported by an operational legal basis at the regional level. However, the consistency in achieving these objectives is still not optimal, particularly in the aspect of online booking which continues to experience technical disruptions, so the clarity of policy standards has not been fully matched by successful implementation in the field.

B. Resources

The resource variable includes the availability of budget, human resources (HR), and infrastructure that support policy implementation. In the implementation of the SRI GITARJA website, these three aspects of resources are highly determining factors.

a. Financial Resources

The availability of a budget is a fundamental prerequisite in the development and maintenance of digital-based information systems. Based on data obtained from the Department of Culture, Youth, Sports, and Tourism (Disbudporapar) of Mojokerto Regency, the budget allocated for the management of the SRI GITARJA website over the last three years is as follows:

Table 3. SRI GITARJA Website Management Budget for 2023–2025

Year	Program Name	Activity Nama	Activity Sub	Budget (Rp)
2023	Tourism Information Management Program	SRI GITARJA Website Tourism Information Management	Tourism Information Content Management and Media Planning	24.000.0000
2024	Tourism Information Management Program	SRI GITARJA Website Tourism Information Management	Tourism Information Content Management and Media Planning	24.000.0000
2025	Tourism Information Management Program	SRI GITARJA Website Tourism Information Management	Tourism Information Content Management and Media Planning	24.000.0000

Source: Disbudporapar, 2026

Based on the results of an interview with Mr. Muhammad Mifta Khuddin, A.Md.,Par., budget limitations are the most significant obstacle in the development of the SRI GITARJA website, as he stated:

“The main obstacle is the budget; no matter how good our ideas are, if they are not supported by a budget, those ideas simply cannot be executed. For example, in 2026 there has been a lot of news in social media and newspapers about extensive budget efficiencies, and we feel affected by these budget efficiencies. The budget for improvements to SRI GITARJA has decreased compared to the previous year. So the budget is also an obstacle.”

This situation indicates that the available budget is insufficient to optimally meet the needs for the development, maintenance, and promotion of the website. Furthermore, the budget efficiency policies in 2026 have further limited the scope of action for the Department of Culture, Tourism, Youth, and Sports (Disbudporapar) in improving the quality of the SRI GITARJA website.

b. Human Resources (HR)

The availability of competent HR in the field of information technology is a crucial factor in managing and developing e-government systems. Based on observations and interviews, the Tourism Division of the Department of Culture, Youth, Sports, and Tourism of Mojokerto Regency does not have employees with an educational background in information technology. The data on employees' educational backgrounds are as follows:

Table 3.2. Educational Background of Tourism Sector Employees at the Mojokerto Regency Culture, Tourism, Youth, and Sports Office

No	Educational Background	Number
1	Public Administration	1 person
2	Engineering	1 person
3	Economics	4 person
4	Tourism	2 person
5	Education	-
6	Literature	-
7	Social Sciences	1 person
8	High School (SMA)	3 person
	TOTAL	12 person

Source: (Disbudporapar, 2026)

This condition results in the management and development of the website being entirely dependent on experts (programmers) from third parties. Mr. Muhammad Mifta Khuddin, A.Md.,Par. Emphasized:

"programmers from outside parties or third parties because we do not have an assigned programmer to carry out repairs, development, and updates of the website, but all the ideas come from us. Because we do not have that expertise."

This dependence on third parties has a direct impact on the slow response to system disturbances. Based on the administrator's admission, minor repairs can be completed immediately, but serious problems require 2 to 4 weeks. This condition clearly hinders the availability of information services on an ongoing basis [18].

c. Infrastructure

The availability of information technology infrastructure is the foundation for the operation of the e-government system. Based on data obtained from Disbudporapar, the facilities and infrastructure available to support the management of the SRI GITARJA website are as follows:

Table 3.3. Supporting Facilities and Infrastructure for Managing the SRI GITARJA Website

No	Type of Item	Quantity
1	Computer	5 units
2	Laptop	2 units
3	Video Camera	1 units
4	Printer	4 units
5	Drone	1 units

Source: Disbudporapar, 2026

Although the existing hardware is fairly adequate, there is a crucial limitation in that Disbudporapar does not have its own server. The SRI GITARJA website server is hosted on the infrastructure owned by the Department of Communication and Informatics (Diskominfo) of Mojokerto Regency [19]. In addition, the security condition of the website is still vulnerable, as stated by Mr. Muhammad Mifta Khuddin, A.Md.,Par.: *"If you look at it, it should be https, but when you look again, it's only http, that is supposed to be protection from Diskominfo."*

Based on the results of interviews and secondary data that were successfully collected, it can be concluded that the resource indicators in the implementation of the SRI GITARJA website show inadequate conditions in all three aspects. From the perspective of financial resources, the allocated budget is only Rp 24,000,000 per year and has decreased due to the national budget efficiency policy in 2026, so it does not sufficiently meet the needs for optimal development, maintenance, and dissemination of the website. From the perspective of human resources, none of the employees in the Tourism Division of Disbudporapar have an educational background in information technology, so all technical management depends on third-party programmers who require 2 to 4 weeks to fix major issues. From the perspective of infrastructure, Disbudporapar does not have its own server and still relies on Diskominfo's infrastructure, and the website still uses the HTTP protocol which is vulnerable to cyberattacks, as evidenced by a hacker attack that required the website to be shut down for several days. These three limitations synergistically hinder the optimal management of e-government in the tourism sector of Mojokerto Regency. These findings are consistent with Van Meter and Van Horn (1975), who place resources as a crucial variable determining the success of policy implementation [15]. In line with that, Aulia's research (2025) emphasizes that limited financial and human resources in the field of information technology are the main obstacles to the implementation of the SRI GITARJA website, while Rodiyah et al. (2025) found similar issues in the implementation of the Village Information System, where the lack of technical competence among officials has a direct impact on the quality of digital government services [9], [17].

C. Interorganizational Communication and Implementation Activities

The dimension of interorganizational communication relates to the extent to which coordination among parties involved in policy implementation runs effectively [20]. In the context of the SRI GITARJA website, the main coordination takes place between Disbudporapar as the content manager and a third-party programmer as the technical manager. The coordination mechanism is carried out informally through an instant messaging application (WhatsApp).

From the perspective of implementation activities, there are serious technical issues that were found through direct observation of the SRI GITARJA website. First, several submenus in the destination feature cannot be accessed, including the hiking and History & Religion submenus, which display a "Server Error" message. The following is a screenshot showing the condition of these submenus:

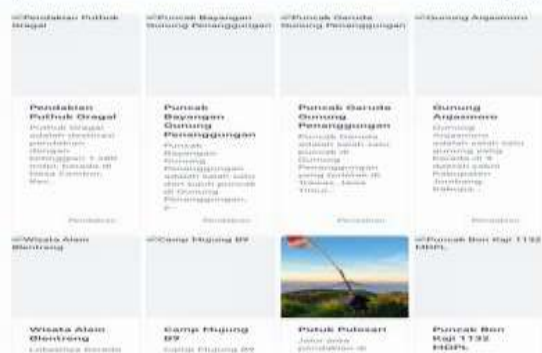


Figure 2. Hiking Submenu on the SRI GITARJA Website (Source: Researcher's screenshot of the SRI GITARJA website, 2026)

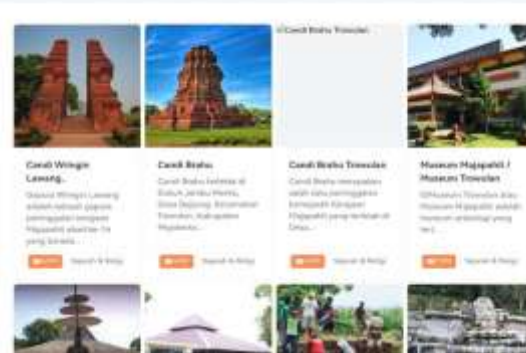


Figure 3. History & Religion Submenu on the SRI GITARJA Website (Source: Researcher's screenshot of the SRI GITARJA website, 2026)

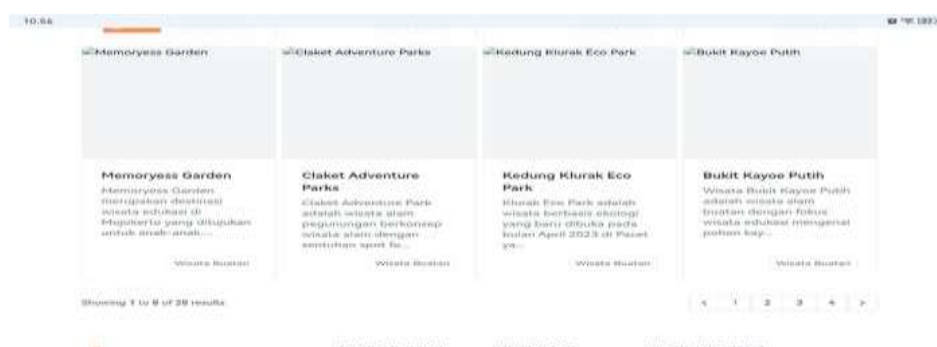


Figure 4. Artificial Tourism Submenu on the SRI GITARJA Website (Source: Researcher's screenshot of the SRI GITARJA website, 2026)

Third, the SRI GITARJA website has experienced a hacker attack that attempted to insert online gambling site content, as stated by Mr. Muhammad Mifta Khuddin, A.Md.,Par.:

"The main issue right now is that the SRI GITARJA website was hit by a hacker attack; they tried to inject gambling site content. Due to this attack, we had to shut down the website for several days to perform repairs and clean up the site, as well as address server errors and conduct maintenance."

As a result of this cyberattack, a number of additional submenus have also had their functions disrupted and have not fully recovered. Third, the online booking feature, which is the main advantage of SRI GITARJA's digital services, cannot operate consistently:

"There is already online booking, but right now it can't be used because of maintenance, it used to work then after a few months it errored again, now we are repairing it and it still cannot run optimally, the regency government is very committed that we will fix this so that people who want to visit tourist attractions managed by the department can book tickets through the SRI GITARJA website."



Figure 5. Jolotundo Accommodation Page with a WhatsApp Button and Ticket Price Information (Source: Researcher's screenshot of the SRI GITARJA website, 2026)



Figure 6. Ubaya Bamboo Cottage Page without Contact or Booking Features (Source: Researcher's screenshot of the SRI GITARJA website, 2026)

This statement shows that the disruption of the online booking feature is not only technical in nature, but also hinders the achievement of one of the main goals of SRI GITARJA's digital services, namely facilitating tourists in booking tickets online. Although the manager shows a commitment to improving it, the absence of certainty about the recovery time has the potential to reduce users' trust in the reliability of the service.

The comparison of features between these destination pages shows that there is still no consistent display standard on the SRI GITARJA website. This condition has the potential to confuse users and reduce trust in the completeness of the services offered [21]. These recurring technical problems have a direct impact on the low level of user trust in the website. In addition, content data updates are also hampered due to prolonged maintenance conditions. Mr. Muhammad Mifta Khuddin, A.Md.,Par. Stated: *"Usually, coordination can be done directly via WhatsApp; if something needs fixing, they contact us immediately, and it's fixed right away. But for now, we still can't update the data on Sri Gitarja because it's in maintenance mode. Several times I've tried to update the data, but it failed – the data I entered wasn't saved. Over the past few months, I haven't updated the data. We've been communicating via WhatsApp instead for changes in ticket prices and other matters."*

The statement indicates that the coordination of data updates still relies heavily on informal communication via WhatsApp and is not yet supported by a reliable content management system, so technical obstacles in the data input process directly impact delays in updating information for website users.

Another challenge in implementation activities is the high dynamism of tourism object data, especially culinary and lodging. The admin estimates that the current level of data validity is around 80–90%, because the limited number of personnel makes comprehensive field verification difficult. In terms of inter-agency coordination, cross-department synergy is still limited; coordination only takes place between the Department of Culture, Tourism, Youth and Sports (Disbudporapar) and the Department of Communication and Information (Diskominfo) in the use of a shared server, and has not yet included broader structured collaboration mechanisms.

In addition, inconsistencies were found in the contact and booking features between one destination page and another. Some accommodation pages are equipped

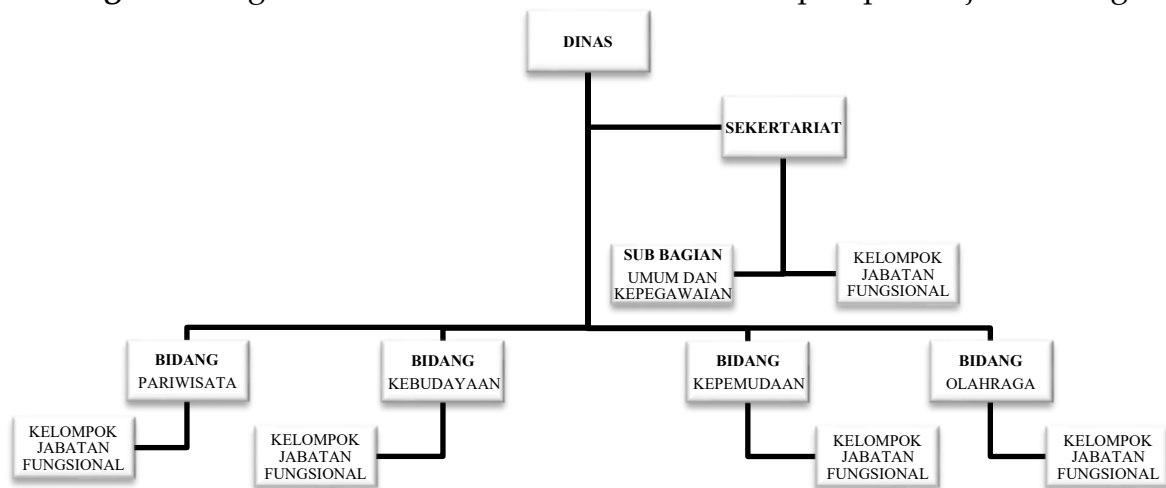
with a WhatsApp button to contact the admin directly, while other pages do not provide similar features at all. This comparison is reflected in the following two pages: the Jolotundo Accommodation page, which is equipped with a “Send Message” button via WhatsApp along with ticket price information, compared with the Ubaya Bamboo Cottage page, which does not provide any contact feature or booking button. This condition aligns with the view of Van Meter and Van Horn (1975) that weak inter-organizational coordination and inconsistencies in implementation activities are significant factors that hinder policy implementation [15]. This finding is also reinforced by the study of Prakosa and Rindiana (2023), which concludes that the effectiveness of e-government in tourism is highly dependent on the smooth coordination across agencies and the coordination of digital service standards applied [22]. Furthermore, Santoso’s (2024) research shows that reliance on third parties without a structured coordination mechanism tends to cause slow responses to system disruptions [1].

Based on the results of interviews and observations, it can be concluded that the indicators of inter-organizational communication and implementation activities in the implementation of the SRI GITARJA website have not yet run optimally. From the perspective of inter-organizational communication, coordination between the Department of Culture, Youth, Sports, and Tourism (Disbudporapar) and the third-party programmer is still informal via WhatsApp without standardized mechanisms, causing the process of improvements and data updates to be frequently hampered. From the perspective of implementation activities, various recurring technical problems were found, ranging from submenus that cannot be accessed, online booking features that have not yet functioned optimally, to inconsistencies in contact features across destination pages. This condition is in line with Van Meter and Van Horn (1975), who emphasize that weak inter-organizational communication and inconsistent implementation of activities are the main inhibiting factors for successful policy implementation. These findings also reinforce previous studies by Prakosa and Rindiana (2023) and Utami and Santoso (2024), which show that the effectiveness of e-government is highly dependent on smooth cross-party coordination and the consistency of the digital service standards applied.

D. Characteristics of the Implementing Agency

The variable of implementing agent characteristics concerns the capacity, commitment, and organizational structure of the institution responsible for implementing the policy. In this case, the Disbudporapar of Mojokerto Regency acts as the main implementing agent for managing the SRI GITARJA website. Based on the Mojokerto Regent Regulation Number 93 of 2021, the organizational structure of Disbudporapar Mojokerto Regency can be seen in Figure 7 below;

Figure 7. Organizational Structure Chart of Disbudporapar Mojokerto Regenc



Sumber: Disbudporapar, 2026

Structurally, the Disbudporapar of Mojokerto Regency has an organizational hierarchy relevant to the management of the SRI GITARJA website as follows: (1) The Head of the Office of Culture, Youth, Sports, and Tourism (Disbudporapar) is at the top of the hierarchy and is responsible for all office programs, including the development of tourism e-government; (2) The Office Secretary supports administrative functions and coordination between units; (3) The Head of the Tourism Division is directly responsible for the management and development of the SRI GITARJA website as well as digital tourism promotion programs; (4) The Head of the Tourism Promotion and Information Section coordinates content and information updates on the website; and (5) Technical Staff/Website Admin (Mr. Ahmad and Ms. Mega) carry out daily operational tasks, including content management, coordination with third-party programmers, and monitoring the condition of the website. This hierarchical structure shows that the management of tourism e-government has not yet been institutionalized in a special information technology unit, but is still attached to the general function of tourism promotion and information. This condition has implications for the limited internal technical capacity and a high dependence on external resources.

Nevertheless, in terms of commitment, the implementing agency shows seriousness in continuously improving and developing the SRI GITARJA website. This is reflected in the statement of Mr. Muhammad Mifta Khuddin, A.Md.,Par.

"The Regency Government is fully committed to addressing this issue so that people wishing to visit tourist attractions managed by the agency can book tickets through the Sri Gitarja website." This statement shows that although internal technical capacity is still limited, the implementing agency has strong political and managerial commitment to continuously improve the quality of website services, so that resource limitations are not automatically followed by a passive attitude from the management. This commitment is also manifested through efforts to handle recurring cyberattacks. After experiencing hacker attacks, Disbudporapar actively coordinated with programmers to carry out cleaning and system repairs, even though the attacks occurred more than once. In addition, Disbudporapar also prepared a concept for website development features which was then submitted to third-party programmers for implementation.

As for the outreach mechanism, Disbudporapar has made efforts to promote the SRI GITARJA website through the social media platform Instagram by distributing QR codes, as well as through direct outreach at several events attended by the

department. However, the reach of socialization is still limited and has not yet touched segments of society that are not familiar with the internet.

This condition was confirmed from the results of an interview with one of the users from the community, Ria (a resident of Bangsal), who admitted that she did not know about the existence of the SRI GITARJA website. Ria stated that she obtains tourism information through TikTok and uses Google for tourism searches, not through the official government website. This shows that the existing dissemination efforts have not been effective enough in reaching all segments of society.

"I'm not very familiar with this app; I found out about this tourism spot through TikTok, and the content is just people's travel videos. It seems like not everyone knows about this website – maybe there's not enough promotion. I only know about the viral stuff from TikTok, because when I book, I use Google, so I'm not really aware of this website." (Ria, a resident of Bangsal, 2026).

This statement indicates that although the implementing agency is committed to managing the website, the effectiveness of dissemination is still very limited. The low public awareness of the existence of the SRI GITARJA website reflects a gap between the organization's technical capacity and public communication capacity [23]. This condition is in line with Van Meter and Van Horn (1975), who stated that the characteristics of the implementing agency, including capacity, commitment, and organizational structure, directly influence the quality of implementation [15]. In line with that, Aulia's (2025) research emphasizes that the lack of outreach to the public is one of the main obstacles to the utilization of the SRI GITARJA website, while the research of Permatasari and Oktariyanda (2023) shows that the quality of competent implementing agents is a determining factor in the success of website-based e-government services in the tourism sector [9], [24].

Based on the results of interviews and observations, it can be concluded that the indicators of the characteristics of the implementing agents show a fairly good commitment from Disbudporapar in managing and developing the SRI GITARJA website, as reflected in their active response to system disturbances and outreach efforts through social media. However, the organizational structure, which does not yet have a dedicated information technology unit, as well as the still limited reach of outreach, has led to a low level of public awareness of the website's existence, as reflected in the experience of one of the user informants.

E. Social, Economic, and Political Conditions

The dimension of social, economic, and political conditions reflects the external environment that can either support or hinder the policy implementation process. In the implementation of the SRI GITARJA website, there are several external conditions that significantly influence the effectiveness of the services. From the social perspective, the characteristics of tourists in Mojokerto Regency are still dominated by groups who are not yet accustomed to digital transactions. Mr. Ahmad stated:

"Because again, it is related to the psychology of tourists or their characteristics – most of the people who are very IT literate actually prefer to come directly and pay on the spot. For them, ordering on the website is complicated: they have to fill in data, check, then make payment, and that requires opening mobile banking again, which is troublesome. There are even some tourists who do not have it or even if they do, they rarely use it."

This condition explains why the utilization rate of the online booking feature is still very low even though the feature is available. In addition, the phenomenon of rapid growth of tourism influencers on social media also affects the pattern of how the public

searches for tourism information, where digital content creators have a greater reach of influence compared to official government websites [25].

From the user's perspective, there are two contrasting views. On one hand, users who do access the SRI GITARJA website give positive appreciation for the completeness of the information presented. Dwi (a Surabaya resident) stated that the website's content is quite comprehensive and helpful in planning tourist visits. However, she admitted that she has never tried the online booking feature, and once found a submenu that had an error in the hiking information section.

"It's complete, there is already information about the booking feature, then in each submenu there is an explanation. Yes, there are ticket prices, operating hours, and the map... Yes, it's very helpful in my opinion because we can take a look first before going there, like reviewing the place beforehand." (Dwi, a resident of Surabaya, 2026).

Dwi's statement shows that for people who have accessed the website, the completeness of destination information is considered quite helpful in the stage of planning tourist visits, although the utilization of the online booking feature has not been fully carried out by the users themselves. This indicates that the obstacles in utilizing the website do not solely lie in the quality of the content, but also in users' habits and trust in digital transactions.

On the other hand, Ria (a resident of Bangsal) is completely unaware of the existence of the SRI GITARJA website and is used to looking for tourism information through TikTok and Google. The difference in the experiences of these two informants illustrates that the reach of the SRI GITARJA website is still very limited among the wider community. This is reinforced by the statement of the Tourism Division staff member, Mrs. Mega, who noted that the ticketing system for tourist attractions has also changed from tear-off tickets to print-outs in order to adjust to public needs. Mrs. Mega also noted that the characteristics of visitors at several tourist attractions, such as hot spring pools, are dominated by elderly tourists who tend to be less familiar with digital transactions, so overall interest in using online tickets is still low.

From the economic and political perspective, the nationwide budget efficiency policy implemented in 2026 had a direct impact on the reduced allocation of funds for the development of the SRI GITARJA website. This condition has further narrowed the ability of Disbudporapar to carry out updates, maintenance, and more intensive public outreach.

From the perspective of other social conditions, post-COVID-19 pandemic tourism trends that lead to a preference for outdoor tourism also influence tourist visitation patterns. Mrs. Mega's staff noted that current trends show tourists are more interested in open nature destinations than enclosed destinations. This condition needs to be taken into consideration in the presentation of content and promotion on the SRI GITARJA website so that it is relevant to current tourist preferences. Overall, existing social, economic, and political conditions hinder the effectiveness of the implementation of the SRI GITARJA website from various sides. These findings are in line with Van Meter and Van Horn (1975), who emphasize that the external environment, which includes social, economic, and political conditions, is a variable that cannot be Ignored in the policy implementation process [15]. This is also relevant to Meirinaldi's (2023) research, which concludes that the success of tourism digitalization is greatly influenced by the social readiness of the community and digital literacy [6]. Meanwhile, research by Prakosa and Rindiana (2023) adds that limited budget policies have a direct impact on

the government's ability to maintain and develop digital tourism platforms in a sustainable manner [22].

Based on the results of interviews and observations, it can be concluded that the indicators of social, economic, and political conditions show that external factors also hinder the effectiveness of the implementation of the SRI GITARJA website. The low digital literacy of some tourists, the dominance of social media such as TikTok as a source of tourism information, as well as the national budget efficiency policy in 2026 together limit the room for maneuver of Disbudporapar in expanding the reach and quality of digital tourism services.

F. Disposition or Attitude of the Executors

The disposition or attitude variable of the implementers reflects the response, understanding, and commitment of the implementing apparatus toward the policy being implemented. This dimension greatly determines the quality of implementation at the operational level.

Based on the results of interviews and observations, the implementers at Disbudporapar show a good understanding of the objectives and functions of the SRI GITARJA website. The admin, Mr. Ahmad, openly acknowledges various existing problems and shows full awareness of the need for improvements:

"I realize there are several sub-menus that are error. Every year we carry out maintenance improvements, including when there are menu updates or system updates."

A responsive attitude is also reflected in proactive handling measures. When becoming aware of disturbances or complaints, the admin immediately contacts the programmer to carry out repairs. The commitment to maintaining and improving services is also evident from continuous efforts to fix the online booking feature that had been disrupted.

However, there are limitations in the capacity of the implementers to assess the real impact of the website on increasing tourist visits. Mr. Ahmad acknowledged that they have never conducted a survey or structured evaluation to measure the effectiveness of the website:

"From my experience I feel it has an impact, but we cannot calculate how big the impact is because we ourselves have never conducted a survey. We have to survey visitors, we must distribute questionnaires to gather information on whether the tourists who come to our place learned about it from the website or from other sources of information."

This statement illustrates that although the disposition of the implementers is positive and responsive, there is still no structured, data-based evaluation mechanism to measure the real impact of the website. The absence of a monitoring and evaluation system becomes an obstacle in making evidence-based development decisions. This condition is in line with Van Meter and Van Horn (1975), who state that the disposition of implementers, including their response, understanding, and commitment, is a variable that determines the quality of implementation at the operational level [15]. The positive finding in the form of implementers' commitment is also consistent with the research of Rodiyah et al. (2025), which found that the proactive attitude of officials is an important model in maintaining the sustainability of e-government services, although without an adequate evaluation system, its real impact is difficult to measure objectively [17].

The absence of a structured evaluation mechanism has become its own challenge for continuous improvement. Without valid data regarding the impact of the website, decision-making for future development becomes less evidence-based. Nevertheless, overall, the attitudes and commitment of the implementers are quite positive and show earnestness in carrying out the mandate of e-government policy in the tourism sector. Based on the results of interviews and observations, it can be concluded that the disposition or attitude indicators of the implementers show a positive condition, in which the personnel of Disbudporapar have a good understanding of the website's objectives and show a proactive response to complaints and technical disruptions. However, there is still no structured, data-based monitoring and evaluation mechanism to measure the real impact of the website on the increase in tourist visits, so that decision-making for future development is still less evidence-based. The findings regarding the responsive attitude of the personnel are in line with the research of Bao, Ayomi, Bakri, and Ndibau (2023), which found that the success of website-based public services is strongly influenced by the readiness and positive response of implementing personnel in carrying out their duties [26].

CONCLUSION

Fundamental Finding: Based on the results of the research and the discussion that have been described using Van Meter and Van Horn's (1975) policy implementation theory, it can be concluded that the implementation of e-government in improving tourism information services through the SRI GITARJA website in Mojokerto Regency has not yet run optimally. This is reflected in the six dimensions that were analyzed. First, from the dimension of policy standards and objectives, the objectives of developing the SRI GITARJA website have been clearly defined in the applicable regulations, namely Presidential Regulation Number 95 of 2018 and Regent Regulation Number 15 of 2021. However, the consistency in achieving these objectives is still not optimal, especially in the aspect of online booking which continues to experience technical disruptions. Fourth, from the dimension of the characteristics of implementing agents, Disbudporapar demonstrates good commitment in managing the website. Sixth, from the dimension of the disposition or attitudes of the implementers, the apparatus shows a positive and responsive attitude. **Implication:** Based on these findings, several recommendations can be proposed: (1) increasing budget allocation for continuous website development and maintenance; (2) adding human resources with information technology competencies within the Disbudporapar environment or establishing a dedicated technical IT unit; (3) enhancing website security by migrating to the HTTPS protocol and strengthening the cybersecurity system; (4) improving and consistently reactivating the online booking feature; (5) expanding website socialization programs to the public, especially groups that are not yet digitally literate; and (6) developing a structured monitoring and evaluation system to measure the effectiveness of the website based on data. **Limitation:** Second, from the resource dimension, there are serious limitations in three aspects: a budget of only Rp 24,000,000 per year which has decreased due to the 2026 national efficiency policy; the absence of employees with an information technology background so that technical management relies entirely on third parties; and the absence of a standalone server and the use of the HTTP protocol which is vulnerable to cyberattacks. Third, from the dimension of inter-organizational communication and implementation activities, coordination between Disbudporapar and the third-party programmer is

carried out informally via WhatsApp without a structured mechanism, resulting in slow responses to technical disruptions. In addition, several submenus were found to experience errors and inconsistencies in features between destination pages. Fifth, from the dimension of social, economic, and political conditions, low digital literacy among tourists, the dominance of social media as a source of tourism information, and national budget efficiency policies are external factors that hinder the effectiveness of implementation. Sixth, from the dimension of the disposition or attitudes of the implementers, there is still no structured data-based monitoring and evaluation mechanism to measure the real impact of the website on tourist visits. **Future Research:** Developing a structured monitoring and evaluation system to measure the effectiveness of the website based on data.

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