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The Dynamics of Digital Transformation in Celuk Village: Opportunities, Challenges, and Readiness

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Abstract: This research aims to analyze the dynamics of digital transformation in Celuk Village with a focus on opportunities, challenges and village readiness in adopting digital technology. Using the Technology Acceptance Model (TAM) framework, this research evaluates perceived usefulness (PU), ease of use (Perceived Ease of Use/PEOU), attitudes towards using technology (Attitude Toward Using Technology), behavioral intentions to use technology (Behavioral Intention to Use Technology), and actual use of technology in the context of digitalization of village government. Research findings show that the Celuk Village Government has started a digitalization initiative by developing a village website that provides information and catalogs of silver crafts. This website is considered a significant first step in increasing the transparency and accessibility of information. However, digital administrative services are still in the development stage and have not been fully implemented. The main opportunity lies in the relatively high readiness of village officials' human resources (HR) in adopting technology, as well as basic infrastructure such as public Wi-Fi that supports access to digital information. Village communities also show a fairly good level of digital literacy, especially in the context of using technology to promote local products.

Kata Kunci:
Transformasi digital; tata kelola pemerintahan desa; technology acceptance model; desa celuk

Abstrak: *Penelitian ini bertujuan untuk menganalisis dinamika transformasi digital di Desa Celuk dengan fokus pada peluang, tantangan, dan kesiapan desa dalam mengadopsi teknologi digital. Menggunakan kerangka Technology Acceptance Model (TAM), penelitian ini mengevaluasi persepsi kegunaan (Perceived Usefulness/PU), kemudahan penggunaan (Perceived Ease of Use/PEOU), sikap terhadap penggunaan teknologi (Attitude Toward Using Technology), niat perilaku untuk menggunakan teknologi (Behavioral Intention to Use Technology), dan penggunaan aktual teknologi (Actual Use of Technology) dalam konteks digitalisasi pemerintahan desa. Temuan penelitian menunjukkan bahwa Pemerintah Desa Celuk telah memulai inisiatif digitalisasi dengan mengembangkan website desa yang menyajikan informasi dan katalog kerajinan perak. Website ini dianggap sebagai langkah awal yang signifikan dalam meningkatkan transparansi dan aksesibilitas informasi. Meskipun demikian, layanan administratif digital masih dalam tahap pengembangan dan belum sepenuhnya diimplementasikan. Peluang utama terletak pada kesiapan sumber daya manusia (SDM) perangkat desa yang relatif tinggi dalam mengadopsi teknologi, serta infrastruktur dasar seperti Wi-Fi publik yang mendukung akses informasi digital. Masyarakat desa juga menunjukkan tingkat literasi digital yang cukup baik, terutama dalam konteks penggunaan teknologi untuk promosi produk lokal.*

INTRODUCTION

The basic essence of digital transformation is not just about adopting technology, but also about changing the way we work and interact (Bokolo, 2021). According to Ylinen (2021), digital transformation is the process of using a combination of technical and technological resources through electronic devices so that it can help with various jobs. Digital transformation is here to

offer technology-based solutions to various sectors (Agostino et al., 2021). This has significantly changed various affairs in the government sector (Novianto, 2023; Wirtz et al., 2020; Galperin et al., 2013). Digital transformation has shifted the E-Government paradigm to Digital Government (Scupola, 2022). The government is required to provide policy responses to adapt to the rapid flow of change brought by digital transformation or digitalization.

The Indonesian government has issued policies that are the foundation for digital transformation regulations in Indonesia. Starting from Presidential Instruction Number 3 of 2003 concerning National Policy and Strategy for E-Government Development which is the basis for implementing e-government in Indonesia. Then Law Number 25 of 2009 concerning Public Services, although it does not specifically regulate digital technology, this Law is the legal basis for improving the quality of public services which also includes digitalization aspects. Furthermore, there is Law Number 14 of 2008 concerning Openness of Public Information, encouraging the government to provide public information more openly and easily accessible, including through digital media. Law Number 11 of 2008 concerning Electronic Information and Transactions (ITE), as the main regulation governing transactions and activities in the digital realm, including aspects of electronic government. Then Presidential Regulation Number 95 of 2018 concerning Electronic-Based Government Systems (SPBE) which regulates the implementation of SPBE to create effective, efficient, transparent and accountable government governance through the use of information technology.

The use of digitalization in the public service sector faces various challenges, one of which is equal accessibility (Debbarma, 2023). The village government has not been able to cover the digital transformation process as a whole. In fact, the number of villages in Indonesia is relatively large, namely 83,794 villages, according to the 2022 Central Statistics Agency report (Indonesian Data, 2023). The Indonesian government has actually taken strategic steps in encouraging village governments to adopt digital technology, through the digital village program. This is part of national digital transformation efforts. These regulations and policies are designed to strengthen village capacity through digital technology, increase access to information, and improve public services.

The Digital Village Program which was launched in 2020 is part of a national strategy to increase digitalization at the village level. This program aims to provide villages with access to digital technology and the internet, as well as increasing the digital capabilities of village residents. The implementation of the Digital Village program is supported by the Village Law (UU No. 6 of 2014) which provides a framework for village development and empowerment, as a legal basis for the integration of digital technology in village development. The Digital Village Program will ensure that villages in Indonesia can access the same digital services as urban areas, covering everything from government administration to health and education services (Kominfo, 2023). This policy also aims to increase community participation in the decision-making process in the village.

Realizing digital transformation through villages is a strategic step but full of challenges. Although digitalization offers many advantages, there are also challenges to be faced. One of the main challenges is internet infrastructure that is not evenly distributed in several rural areas. Apart from that, the lack of digital literacy among village residents is also an obstacle, because many residents are not yet familiar with the use of digital technology. Another challenge is data security and privacy, which are major concerns in digital data management. Village governments must ensure that data collected and stored digitally is properly protected to prevent misuse or leakage of information.

The main aspect of village digitalization is internet access. Reporting from Detik Finance (2022), Kominfo stated that there are 12,548 villages that do not have internet access. This is contrary to the vision of the Digital Village program which ensures that all villages in Indonesia are digitalized by 2025. In the context of village government, digital transformation includes the

use of tools such as cloud-based data management systems, mobile applications for public services, and digital communication platforms. to increase efficiency and transparency in village governance. Internet access is the foundation of all these activities.

The rapid advancement of digital technology has had a transformative impact on governance and public administration, offering a pathway to increased efficiency, transparency, and community engagement. Within rural settings, digital transformation offers a unique opportunity to bridge information gaps, provide timely services, and stimulate local economic development. According to the Technology Acceptance Model (TAM), the success of technology adoption hinges on users' perceptions of its usefulness and ease of use, shaping attitudes and intentions toward utilizing these innovations in practice (Davis, 1989). This model is especially relevant to rural communities like Celuk Village, where acceptance of digital tools can be impacted by varying levels of digital literacy, infrastructure, and socio-economic factors.

In the case of Celuk Village, which is renowned for its rich tradition in silver craftsmanship, the integration of digital platforms could amplify local economic opportunities by enhancing market visibility and streamlining communication between artisans and potential customers. Moreover, digitalization could transform the governance model within Celuk, allowing the village administration to deliver services and information more efficiently and transparently. Research on digital adoption in rural governance suggests that addressing specific community needs and understanding local attitudes towards technology can greatly enhance technology acceptance (Venkatesh et al., 2003). This context underlines the importance of TAM as an analytical framework, helping to assess how digital transformation can realistically be implemented in Celuk Village given local constraints and opportunities.

However, despite its theoretical usefulness, applying TAM to the specific context of Celuk Village also requires a close examination of rural-specific challenges, including limited financial resources, infrastructure, and diverse levels of technology readiness within the community (Bagozzi, 2007). By contextualizing TAM's core constructs within Celuk's specific socio-cultural and economic landscape, this study seeks to uncover how digital adoption could potentially shift local governance and community engagement patterns. Thus, this research not only contributes to a broader understanding of TAM in rural settings but also offers practical insights that can guide the development of tailored digital solutions in Celuk and similar communities.

METHODS

This research uses a qualitative descriptive research type with a case study approach. The case study approach was selected to enable an in-depth investigation into Desa Celuk's unique context and the social, cultural, and technical factors influencing digital adoption. Through this lens, the research could more thoroughly analyze how technology acceptance is perceived by village leaders, administrative staff, and local residents. Using a case study approach, this research is expected to gain a comprehensive understanding of the specific situation in Celuk Village, including factors that influence readiness to implement digital government.

Data sources use primary data sources and secondary data sources. Primary data sources were obtained from several key informants, namely 1) Celuk Village Head, 2) Chair of the Celuk Village Supervisory Board, 3) Celuk Village Apparatus, 4) Celuk Village Digital Ambassador, 5) Celuk Village Community Representative. Meanwhile, secondary data was obtained from online searches of websites, journals, books and official documents. Using several keywords, namely: 1) Digital Village, 2) Digital Transformation, and 3) Challenges of Readiness for Implementing Village Digitalization.

There are four research instruments used to collect data. The first is In-depth Interviews, conducting interviews with village officials, staff and the community to understand their perceptions, hopes and concerns regarding digitalization. The second is Focus Group Discussion

(FGD), holding group discussion sessions with various stakeholders to gain various perspectives and discuss challenges and potential solutions. The third is observation, namely conducting direct observations in Celuk Village to understand the social context and existing infrastructure. Fourth is Document Analysis, namely reviewing related documents, such as village policies, village strategic plans, and village activity reports to obtain additional information.

Data collection involved semi-structured interviews with key stakeholders in the Desa Celuk administration, including village leaders, ICT staff, and community representatives, providing a well-rounded view of both the decision-making and the perceived impacts of digital initiatives. The interview questions were structured around the core constructs of the Technology Acceptance Model (TAM): Perceived Usefulness (PU), Perceived Ease of Use (PEOU), Attitude Toward Using Technology, Behavioral Intention to Use Technology, and Actual Use of Technology. These constructs provided the framework to examine both the perceived and actual applications of digital technology in Desa Celuk.

For data analysis, a thematic coding approach was utilized to identify recurring themes and insights relating to each TAM construct. The coding process helped to categorize interview responses into TAM-based themes and also captured unique factors pertinent to Desa Celuk's situation, such as infrastructure limitations and budgetary concerns. Each category was further analyzed to assess the relationship between community readiness and perceived usefulness and ease of technology adoption, giving a nuanced understanding of local digital transformation dynamics.

The data obtained in this research used interactive and non-interactive collection techniques. Data collection using interactive techniques was carried out by observation and interviews. Meanwhile, data collection using non-interactive techniques is carried out by searching documents in the form of journals, books, scientific articles, websites, official documents. Interviews were conducted interactively offline (outside the network) with informants. Then, to support the analysis, non-interactive data collection was carried out, namely online searches (on the network) in the form of e-journals, e-books, official sites, news articles and documents. Both interactive and non-interactive techniques have an important role in their respective capacities.

RESULT AND DISCUSSION

In understanding the dynamics of digital transformation in Celuk Village, it is important to look more deeply at how each aspect of Technology Acceptance Model (TAM) plays a role in encouraging acceptance and use of technology. TAM, which consists of five main dimensions; Perceived Usefulness (PU), Perceived Ease of Use (PEOU), Attitude Toward Using Technology, Behavioral Intention to Use Technology, and Actual Use of Technology, enables in-depth analysis of village government digital readiness and Celuk community.

The study findings reveal that Desa Celuk's digital transformation efforts align with each TAM construct, though significant challenges still hinder progress. The TAM model's perceived usefulness (PU) construct demonstrates a generally positive attitude among administrative staff, who recognize that digital tools, such as the village website and digital communication channels, have the potential to increase transparency and enhance public engagement. However, the village administration faces challenges in fully leveraging this perceived usefulness due to resource limitations that affect service comprehensiveness and outreach effectiveness. This limitation in fully realizing PU affects the perceived value of digital services, especially in terms of streamlining administrative procedures.

Similarly, the perceived ease of use (PEOU) of digital platforms like the village website is relatively high, given the user-friendly design and structured information display. The ease of use encourages local residents to engage with the website for information and updates, which helps reinforce their positive attitude towards technology use. However, technical challenges related to inconsistent internet access and limited device availability among certain demographics affect ease of use, particularly in areas with weaker connectivity. These challenges can reduce

engagement levels, as some residents may find accessing digital services inconvenient or inconsistent, which ultimately impacts the overall acceptance and actual use of digital services.

Additionally, the challenge of limited funding and infrastructural constraints has a direct impact on the construct of behavioral intention to use technology and actual technology use within Desa Celuk. Although the village administration shows a strong intention to expand digital services, these goals are tempered by the need for substantial investments in technological infrastructure, including servers and software systems for administrative functions. As a result, the actual use of technology is often limited to basic informational services, leaving more complex administrative digitalization goals unrealized. The tension between TAM constructs and the challenges faced highlights the necessity of sustainable funding and continuous training to increase actual use and technology adoption.

Analysis Technology Acceptance Model (TAM)

A. Perceived Usefulness (PU)

Perceived Usefulness (PU) focuses on the extent to which technology users feel that using digital technology will improve their performance and productivity. In Celuk Village, the village government sees technology as a tool to increase work effectiveness and efficiency, especially in disseminating information and promoting the local economic sector, namely silver crafts. The initial digitalization steps taken by Celuk Village, namely through the development of an official village website, have produced positive results. The website not only provides information about village activities and programs, but also displays a catalog of silver crafts. For village communities, especially craftsmen, this is a form of using technology to increase market access and expand the reach of their products to a wider audience, both at the national and international level. With this digital catalog, Celuk silver crafts have become better known outside the local area, thus significantly increasing the village's economic potential.

Another perceived benefit of digitalization is the dissemination of information that is faster and more accurate. Previously, communities had to rely on notice boards at village halls or word of mouth, which was often slow and ineffective. With a village website that is always updated, the community can access information anytime and anywhere, both about village activities, public services and other administrative data. However, in the context of digital administrative services, PU is still not fully realized because this service is still in the development stage. However, perceptions about the benefits of technology have begun to form, especially regarding the potential to increase the efficiency of administrative services, such as processing correspondence, population registration, and applying for permits more quickly and without having to go to the village office. If this service can be implemented well, it will not only speed up the administrative process, but also reduce the workload on village officials and increase community satisfaction.

B. Perceived Ease of Use (PEOU)

Perceived Ease of Use (PEOU) relates to the extent to which technology is perceived as easy to use by users without requiring much effort or special training. In Celuk Village, the readiness of village officials' human resources in terms of technology adoption is the main supporting factor. Based on the findings, village officials, even though most of them come from a generation that did not grow up with technology, have demonstrated quite good abilities in adapting to existing digital platforms. This reflects a fairly good level of acceptance of the use of technology in the village government environment.

One indicator that shows the ease of using technology in Celuk Village is the success of village officials in managing the official village website regularly and responsively. In this case, they are able to update content and information regularly, which is a common challenge for many villages that often fail to maintain sustainable website management. This capability shows that the technology used is quite easy to access and manage by village officials, although there may be an initial adaptation process required. Outside of the village government, the people of Celuk Village themselves are also accustomed to using technology. This village has a fairly high level of

digital literacy, most of the people are technologically literate and have digital devices such as smartphones.

These factors contribute to the high level of technology acceptance among society. In addition, the availability of free public Wi-Fi access in several strategic areas of the village, such as Wantilan Pura and Balai Sinoman, strengthens community involvement in the use of technology. However, PEOU challenges in the context of digital administrative services still require special attention. The ongoing process of developing digital-based administrative services shows that village officials require additional training to be able to fully manage the system. The complexity of digital administrative services, such as population registration systems and official document management, may require more complex technological integration than simply managing website content. Therefore, investment in HR training to manage these digital services is key to maintaining PEOU.

C. Attitude Toward Using Technology

Attitude Toward Using Technology reflects the user's attitude towards using technology. In Celuk Village, attitudes towards technology are generally positive, both among village officials and the community. The village government has a very positive view of digitalization, especially because they see clear evidence of the benefits of the technology, such as in terms of information transparency and increased marketing of silver crafts. The attitude of the people of Celuk Village towards technology is also positive, because they are used to using the internet and social media. Many people use digital platforms to access information, communicate, or even market their craft products individually. The success of digital marketing at the village level also has an impact on increasing public interest and confidence that digital technology can provide real benefits for their daily lives.

However, this positive attitude needs to be accompanied by greater readiness to adopt digital services in administrative aspects. Some village officials may still have concerns regarding the complexity of the technology that will be used in administrative services, especially if they feel less confident in operating the new system. Therefore, even if positive attitudes towards technology already exist, it is important to ensure that these attitudes are supported by adequate training and mentoring.

D. Behavioral Intention to Use Technology

Behavioral Intention to Use Technology refers to the user's intention to use technology in the long term. Based on the findings in Celuk Village, the village government's intention to continue developing digital technology is very strong. The village government has committed to improving digital services, especially in the administration sector which is currently still in the development stage. This intention was driven by initial success in using technology to disseminate information and promote the village economy via websites.

Apart from that, support from the regional and central government, including the digital village initiative, also strengthens the intention to continue developing technological infrastructure in Celuk Village. Even though there are currently still challenges in terms of funding and human resource readiness, the village government's intention to make Celuk an advanced digital village remains strong. On the societal side, the intention to use technology is also reflected in the high level of participation in the use of existing digital platforms. For example, the silver craft catalog on the village website received a positive response from the community, because it gave them direct access to a wider market. In addition, the use of free public Wi-Fi in several villages shows that people are accustomed to relying on digital technology in their daily lives. However, to strengthen behavioral intention in the context of administrative services, greater efforts are needed in terms of educating the public about the benefits of digital administrative services. Many people may not fully understand how this service can make their affairs easier, such as processing certificates, resident registration, or other services that are currently still done manually. Socialization and training regarding this service needs to be increased to ensure that people have a strong intention to use it in the future.

E. Actual Use of Technology

Actual Use of Technology reflects the extent to which technology is actually used in everyday life. In Celuk Village, the actual use of technology has gone quite well in several sectors. The village website, which functions as an information and promotion platform, has been used effectively by village officials and the community. Information about village activities, government programs and silver craft catalogs is accessed regularly by the community and visitors from outside the village. However, the use of technology in administrative services is still not optimally realized. Even though the intention to develop this service exists, realization in the field is hampered by several factors, especially budget and infrastructure readiness. If digital administrative services can be realized, this will be a big leap in the efficiency of village government. The use of technology is also increasingly supported by existing infrastructure, such as public Wi-Fi access and digital village initiatives that enable people to connect online more easily. However, the challenge of ensuring the use of technology in all village sectors still needs to be overcome, especially in terms of ensuring that all public services can be accessed digitally.

Using the TAM framework, this analysis shows that Celuk Village has a great opportunity to achieve successful digital transformation. Perceptions of the benefits and ease of use of technology have begun to form, and positive attitudes toward technology provide a strong basis for intention and actual use in the future. Existing challenges, such as budget and human resource training, must be addressed immediately so that Celuk Village can fully utilize the potential of digitalization to improve community services. Digital transformation is a strategic step taken by many villages in Indonesia to accelerate economic development, improve the quality of public services, and facilitate access to information for their citizens. Celuk Village, known for its silver craft industry, is one of the villages currently undergoing this digital transformation. Through research using the Technology Acceptance Model (TAM) approach, various aspects of the opportunities, challenges and readiness of Celuk Village in carrying out digital transformation can be analyzed more comprehensively.

Digital Transformation Opportunities in Celuk Village

A. Human Resource Readiness and Community Intellectual Support

Celuk Village has advantages in terms of human resource (HR) readiness, both among village officials and the general public. HR readiness is one of the biggest opportunities in digital transformation. Celuk village officials show a fairly good level of adaptation to technology, especially in terms of managing information through digital platforms such as the village website. Apart from that, the people of Celuk Village, most of whom are already technologically literate, show quite good abilities in using digital devices, such as smartphones, to access information and utilize technology. The Celuk community also has an intellectual tendency that supports digital transformation. As a village located in a fairly developed area in Bali, many residents have adequate formal education, making it easier to accept and adopt new technology. Public awareness of the importance of technology, especially in marketing silver craft products, is also a supporting factor for this transformation.

B. Supporting Digital Infrastructure

The digital infrastructure available in Celuk Village provides great opportunities for successful digital transformation. This village has provided free public Wi-Fi access at several strategic points such as Wantilan Pura, Balai Sinoman, and other public places. This facility allows people to access the internet easily, thereby speeding up the process of adopting digital technology among the community and village officials. The existence of public Wi-Fi not only provides access to information for the public, but also supports digital-based economic activities. For example, silver craftsmen can use internet access to market their products online, either through social media, marketplaces, or village websites that have been developed. With easy access to the internet, the opportunity to expand the silver craft market to a national and international scale becomes greater.

C. Increasing Economic Potential Through Marketing Digitalization

Digital transformation in Celuk Village also opens up great opportunities in terms of local economic development, especially in the silver crafts sector which is the community's main livelihood. Through the development of a village website, silver craft products from various local craftsmen can be promoted and marketed more widely. This digital catalog featuring craft products allows craftsmen to reach a larger market, both at home and abroad, without having to spend large amounts on conventional marketing. Marketing digitalization also allows craftsmen to more easily interact with potential buyers, either through social media platforms, email or instant messaging applications. In this way, digital technology has the potential to increase the income of silver craftsmen while raising the profile of Celuk Village as a center for world-class silver crafts.

D. Government Support and Digital Village Program

The central and regional governments, through various programs such as "Digital Villages", provide significant support in digital transformation efforts in villages throughout Indonesia, including Celuk Village. This support is not only in the form of a budget, but also in the form of training and technical assistance for village officials and the community. Programs like this provide opportunities for Celuk Village to accelerate the digitalization process, especially in aspects of public services and economic development. This government support also includes the development of digital-based administrative services, which will make it easier to process documents, population records and licensing services which have previously been carried out manually. With government support, Celuk Village can utilize various available resources to accelerate digital transformation in various sectors.

Challenges of Digital Transformation in Celuk Village

A. Budget limitations for technology investment

One of the biggest challenges in digital transformation in Celuk Village is budget constraints. Digitalization, especially in the public service sector such as population administration and licensing, requires significant investment in technological infrastructure, hardware, software and human resource training. Currently, the Celuk Village government is still facing obstacles in terms of funding to provide optimal digital services. This technology investment includes purchasing computer equipment, developing management information systems, and data security to protect sensitive information processed through digital systems. Apart from that, budget limitations are also an obstacle in developing wider internet infrastructure in all village areas, especially in areas where public Wi-Fi is not yet accessible.

B. Technology Skills Gap Between Village Officials and the Community

Even though most village officials and the people of Celuk Village are technologically literate, there is still a skills gap that needs to be addressed. Some village officials may require additional training to operate more complex digital systems, such as digital-based administrative service systems. These limitations in technological skills can become an obstacle in managing and developing digital services as a whole.

On the other hand, not all people have the same access to digital devices such as smartphones or computers. Some families may still use simpler technology, which limits their ability to optimally access digital services. In addition, although many people are accustomed to using the internet, their understanding of more complex digital services, such as online administration, may still need to be improved.

C. Dependence on Electrical Infrastructure and Networks

Digital transformation relies heavily on supporting infrastructure, especially electricity and internet networks. Even though public Wi-Fi access is available at several points in Celuk Village, the network infrastructure in rural areas is often unstable. Network disruptions or power outages can disrupt digital service operations, both for information dissemination and administrative services. This dependence on infrastructure raises other challenges, namely how to ensure the smooth operation of digital services in infrastructure conditions that are not yet fully established. Village governments need to ensure that basic infrastructure such as electricity and internet is consistently available before going any further in digitizing public services.

D. Data Security and Privacy Risks

Along with the digitization of public services, new challenges arise related to data security and privacy. Administrative digital services, such as population registration and permit processing, require village governments to manage residents' personal data safely and appropriately. If not managed well, there is a risk of data leakage which can harm citizens and reduce public trust in digital services. To overcome this challenge, the Celuk Village government needs to ensure that the digital systems developed have an adequate level of security, including data encryption and protection against cyber attacks. Apart from that, regulations related to personal data management also need to be implemented strictly to protect citizens' privacy rights.

Readiness of Celuk Village in Digital Transformation

A. Human Resources Readiness

In general, Celuk Village already has a fairly good level of human resource readiness to carry out digital transformation. This readiness can be seen from the ability of village officials to manage the village website, as well as community awareness of the importance of technology in improving their quality of life. The village government also shows a strong commitment to continuing to improve the technical skills of village officials through training and mentoring.

However, to ensure better readiness, additional training is needed, especially to improve the skills of village officials in managing digital-based administrative service systems. This training not only covers technical aspects, but also managerial, so that village officials can manage digital services efficiently and responsively.

B. Infrastructure Readiness

Digital infrastructure in Celuk Village, such as public Wi-Fi access, has begun to develop, but still needs to be improved to support broader digital transformation. This infrastructure readiness is key in ensuring that all communities, including those in remote areas, can access digital services equally. In addition, village governments need to work closely with internet and electricity service providers to ensure that basic infrastructure is provided consistently and reliably.

C. Regulatory and Policy Readiness

Celuk Village also needs to strengthen regulations and policies that support digital transformation, especially in terms of data management and digital-based public services. Village governments need to ensure that all regulations related to privacy, data security and community access rights to digital services are clearly regulated. This policy must also ensure digital inclusion, where all levels of society, including vulnerable groups, can access digital services easily.

Digital transformation in Celuk Village offers great opportunities to increase the efficiency of public services and promote the local economy. Through the application of the Technology Acceptance Model (TAM), it can be seen that perceived benefits, ease of use, and attitudes towards technology have provided a strong basis for further technology adoption. However, to realize optimal use of technology, challenges in terms of budget and development of digital administrative services need to be overcome immediately. Comprehensive digitalization will help Celuk Village maximize local potential while providing better services for the community.

CONCLUSION

Celuk Village in Gianyar Regency, Bali, is known as a center for silver crafts which has great potential to develop digital transformation to improve public services and encourage village economic development. This research aims to analyze the dynamics of digital transformation in Celuk Village, including the opportunities, challenges and readiness of the village government in facing the era of digitalization. As a theoretical basis, this research uses the Technology

Acceptance Model (TAM) which includes five dimensions: Perceived Usefulness (PU), Perceived Ease of Use (PEOU), Attitude Toward Using Technology, Behavioral Intention to Use Technology, and Actual Use of Technology.

The Celuk Village Government has taken strategic steps in developing a digital platform that focuses on disseminating information. Currently, the official Celuk Village website has been well developed, providing updated information about village activities and community-related data. Apart from that, the website also displays a catalog of silver crafts, introducing the work of various village craftsmen as part of a digital marketing strategy. On the other hand, digital-based administrative services are still in the development stage and have not been fully implemented, so they are the focus of further development.

Digital transformation in Celuk Village offers great opportunities to increase the efficiency of public services and promote the local economy. Through the application of the Technology Acceptance Model (TAM), it can be seen that perceived benefits, ease of use, and attitudes towards technology have provided a strong basis for further technology adoption. However, to realize optimal use of technology, challenges in terms of budget and development of digital administrative services need to be overcome immediately. Comprehensive digitalization will help Celuk Village maximize local potential while providing better services for the community.

In conclusion, while Desa Celuk's digital transformation efforts have shown promising potential, practical recommendations are essential to enhance and sustain these efforts. First, it is recommended that the village administration prioritize obtaining external funding or partnerships with technology providers to mitigate the financial constraints affecting their digital initiatives. Government grants, partnerships with non-profits, or collaborations with tech companies could provide the necessary funding and technical support needed for infrastructure development. Second, targeted training sessions focusing on digital literacy for both administrative staff and the broader community are crucial. Training should emphasize not only the basic operations of digital platforms but also introduce staff to more advanced digital tools to improve service efficiency and reach. This training would directly address the TAM constructs of perceived ease of use and behavioral intention by fostering confidence and familiarity with digital tools. Third, to overcome infrastructural limitations, a phased approach to digital service implementation is advised. This phased strategy could begin with digital information dissemination, followed by the gradual integration of administrative services online. By adopting a phased approach, the village can address initial user concerns and adapt progressively, ensuring community support and participation as each new service is introduced. These recommendations offer Desa Celuk practical pathways to maximize their digital initiatives while mitigating challenges related to funding, infrastructure, and technology acceptance. Adopting these strategies can lead to a sustainable and inclusive digital environment that will further enhance Desa Celuk's governance efficiency and community engagement.

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