

Digitalization of Political Governance: E-Government Implementation at the National Unity and Politics Agency of Palangka Raya City

Murniyati Yanur¹, Erinda Alfiani Fauzi², Nabilla Syahvalensi³

¹Department of Government Studies, Universitas Palangka Raya

²Department of Government Studies Universitas Palangka Raya

³Department of Public Administration, Universitas Palangka Raya

Corresponding author: murniyatiyaur@fisip.upr.ac.id

Received: 24 May 2026 ; Revised: 22 June 2026 ; Accepted: 30 June 2026

ABSTRACT - This study aims to analyse the digitalization of political governance through the implementation of e-government at the National Unity and Politics Agency of Palangka Raya City. The study focuses on how digital technologies are utilized to support political governance, institutional administration, data management, community organization registration, grant services, and research-related services. A qualitative descriptive approach was employed, with data collected through direct observation, in-depth interviews with service providers and users, and documentation. The data were analysed using an interactive model involving data reduction, data display, and conclusion drawing. The findings indicate that e-government implementation is supported by policy direction, managerial commitment, institutional coordination, and basic digital infrastructure, particularly the availability of an official website and digital information systems. However, digitalization remains constrained by limited public outreach, uneven digital competencies among personnel, low public awareness of online services, and the absence of fully integrated digital transactions. The study argues that strengthening digital capacity, expanding political and civic information outreach, and integrating online services are essential for developing more transparent, accessible, and responsive digital political governance at the local level.

Keywords: *Digitalization, E-Government, Political Governance*

Copyright © 2026 by the Authors. Published by the Pusat Penelitian Ilmu Sosial dan Humaniora Kontemporer, Indonesia. This is an open access article distributed under the terms of the CC BY-SA Licence (<https://creativecommons.org/licenses/by-sa/4.0>).

How to Cite: Yanur, M., Fauzi, E. A., & Syahvalensi, N. (2026). The Author Guidelines of Journal of Contemporary Local Politics. *Journal of Contemporary Local Politics*, 5(1), 87-100. <https://doi.org/10.46507/jclp.v5i1.866>

Permalink/DOI: <https://doi.org/10.46507/jclp.v5i1.866>

Introduction

Migration of government affairs into digital space is no longer merely a technical option; it is a consequence of the changing way in which citizens relate to the state. The use of information and communication technology within the bureaucracy, commonly termed e-government, is directed at shortening procedural chains, opening access to information, and positioning citizens as parties who are served rather than parties who wait. Goloshchapova et al (2023) reads e-government as a new pattern of relations among government, society, and other stakeholders, bridged by digital instruments and aimed ultimately at improving service quality. Before this pattern was adopted, public administration rested on face-to-face mechanisms that demanded physical presence, consumed time, and left blind spots that the public found difficult to scrutinise.

In Indonesia this policy direction rests on a clear legal footing. Presidential Instruction Number 3 of 2003 on the National Policy and Strategy for E-Government Development served as the point of departure, reinforced by Law Number 14 of 2008 on Public Information Openness together with Government Regulation Number 61 of 2010 as its implementing rule. At the regional level, Central Kalimantan Provincial Regulation Number 5 of 2013 obliges public bodies to employ information and communication technology in delivering information services. This body of regulation positions digitalisation not as a voluntary initiative of individual work units but as an institutional obligation attached to the public service mandate borne by Article 18 paragraph (2) and Article 34 paragraph (3) of the 1945 Constitution. Although the regulatory framework is in place, practice on the ground has produced uneven results. (Inakefe et al., 2023) records that e-government programmes frequently stall at the launch stage because of limited infrastructure, low digital literacy among personnel, and internal bureaucratic resistance to changes in working routines. Linke et al (2020), from a different angle, shows that electronic systems accelerate processes, reduce recording errors, and make direct performance monitoring possible. These two apparently opposed findings suggest that the success of e-government is determined not by the presence of the technology itself but by organisational readiness and user acceptance.

A number of earlier studies have approached this problem from different vantage points. Septiani et al(2022) found that the ability of Bukittinggi City to operate OSS-RBA, SICANTIK, and SIMBG rested on consistent regional budget allocation and on integration with the national electronic government architecture. (Muliawaty & Hendryawan, 2020) highlighted the institutional dimension through the Public Service Mall of Sumedang Regency, which brought 361 types of licensing and non-licensing services into a single digital gateway. (Rohaniah & Rahmaini, 2021) treated e-government as an instrument of innovation that trims bureaucratic intervention and thereby simplifies services. In the local context, (Praja Panjika, 2022) concluded that the development of electronic systems at the Investment and One-Stop Integrated Services Office of Palangka Raya City had reached only the web presence and interaction stages, without progressing to transaction or transformation. (Muhammad Diky Andreyansyah et al., 2024) showed that SI-DOI improved the efficiency of civil registration services despite constraints of facilities and network coverage, while (Hasanah et al., 2023) identified similar obstacles of cost and infrastructure at the sub-district level.

Several studies indicate that recent research on e-government has addressed digital administrative innovation, stakeholder engagement, and factors influencing the adoption of digital services; however, limitations remain in explaining the gap between institutional readiness and

actual utilization within local government organizations. Kawabata & Camargo (2023) demonstrates that e-government innovation depends not only on technology but also on its integration into administrative processes. Sihotang et al (2025) emphasizing the importance of the involvement of various stakeholders in the sustainable adoption of digital systems. However, these three studies have not specifically explained how policy support, managerial commitment, technological and human capacity, and service value interact to drive digital service utilization in institutions where the primary users are organizations and institutional groups. This research addresses that gap by analyzing e-government implementation at the National Unity and Politics Agency of Palangka Raya City through the lens of support, capacity, and value, while also identifying the phenomenon of readiness without utilization a situation where regulations, institutional commitment, infrastructure, and digital channels are in place, yet service utilization by users remains low.

The novelty of this study lies in identifying the paradox of “readiness without utilisation” in e-government implementation. The study demonstrates that regulatory support, managerial commitment, digital infrastructure, and an official website are already available, yet digital service utilisation remains low due to limited public communication and outreach. Using the support, capacity, and value framework, this study shifts attention from technological readiness to actual utilisation, particularly among institutional users such as community organisations, student organisations, political parties, and researchers. The study therefore contributes to e-government literature by showing that the main constraint is not necessarily technological supply but the failure to cultivate user demand through effective communication.

Method

This article is based on qualitative research of a descriptive character. That design was chosen because the problem under examination concerns meanings, experiences, and the judgements actors make about an institutional practice rather than quantities that can be measured numerically. (Creswell, 2014) in research by the Cruz & Tantia (2017) situates the qualitative approach as an effort to understand human experience through descriptive and narrative data within its social context. The research was conducted at the Office of the National Unity and Politics Agency of Palangka Raya City, Jalan Soekarno, City Government Office Complex, Palangka Sub-district, Jekan Raya District, Central Kalimantan Province. Informants were selected purposively on the basis of their direct involvement in either the delivery or the use of the services concerned. To protect the confidentiality of participants, no informant is identified by name or by a specific post. Informants are grouped into two categories and referred to by those categories throughout this article. Internal informants are officials of the agency who bear responsibility for the delivery of digital services at the managerial, secretarial, and administrative-unit levels. External informants are users of the agency's services, comprising administrators of community organisations, administrators of student organisations, and students applying for research recommendation letters.

Data were collected through three complementary techniques: direct observation of the service process at the office, in-depth interviews guided by an open interview protocol, and document review covering the agency's official website, the documents of its information and documentation management function, and records of technical guidance activities. Analysis followed an interactive model moving back and forth among data condensation, data display, and

the drawing of conclusions. Field notes and interview transcripts were first selected and grouped into thematic categories, then arranged in a matrix so that patterns of relation among categories became legible, and finally verified by tracing the supporting data once more. The credibility of the data was maintained through source triangulation, comparing the accounts of internal informants with those of external informants, and through technique triangulation, setting interview results alongside observation and documentation. All findings were read using the analytical framework of (Richardus Eko Indrajit, 2002), which locates the success of e-government in three elements: support, capacity, and value.

Result and Discussion

Support: Policy Footing and Managerial Commitment

The support element concerns the strength of policy, leadership alignment, and institutional arrangements that enable e-government to operate sustainably. Within the framework applied in this study, support represents the most developed dimension of implementation. Evidence from internal informants indicates that the agency's digitalisation efforts follow national Electronic-Based Government System policies and directions from the regional government. Several public services have also been transferred to online channels, including community organisation registration and public information provision through the official website (Fardiah et al., 2024; Yusuf et al., 2025). These developments indicate that policy support has established a formal foundation for digital service implementation.

Managerial commitment further strengthens this institutional foundation. Internal informants identified national policy and leadership commitment as the principal drivers of e-government implementation within the agency. The existence of an official website is viewed by management as an instrument capable of reducing the need for users to visit the office directly. This perspective demonstrates that digitalisation has been incorporated into the agency's understanding of service improvement. However, the continued development of service integration indicates that managerial commitment has not yet resulted in a fully integrated digital service environment, suggesting that institutional support remains an ongoing process rather than a completed condition.

Institutional support is also reflected in the organisational mechanisms established to manage digital information. Information services are administered through the Information and Documentation Management Officer, while each organisational field periodically submits activity reports for publication through the designated operator. Digital service quality is additionally monitored through annual monitoring and evaluation conducted by the communication and informatics office. These arrangements demonstrate that digitalisation is supported not only by formal policy but also by organisational responsibilities, information management procedures, and monitoring mechanisms (Aben et al., 2021; Lappi et al., 2019). Such institutional scaffolding provides an important basis for maintaining continuity in the implementation of digital public services.

Nevertheless, the strength of organisational support has not automatically generated awareness among external users. Of the ten external informants interviewed, nine reported that

they were unaware of the agency's online services. An administrator of a community organisation stated that the organisation continued to visit the office in person for service requirements despite maintaining communication with the agency through the Forum Nationality messaging group. This finding indicates a disconnect between the agency's internal communication mechanisms and the communication channels actually used by service users. The availability of digital services therefore remains insufficient when information about those services does not effectively reach the intended users.

A similar condition was identified among student organisations. One external informant reported that although the concept of e-government was familiar, no guidance had been received concerning the availability or procedures for using online services (Mulyadi et al., 2023). This situation demonstrates that institutional support can remain a form of formal readiness when it is not accompanied by effective outreach, user guidance, and communication strategies. The findings therefore suggest that the main challenge within the support dimension is no longer the absence of policy or managerial commitment, but the limited translation of that commitment into demand-side engagement. Strengthening communication through existing organisational networks could help convert institutional readiness into actual digital service utilisation.

Capacity: Devices Available, Competence Lagging

Capacity refers to the availability of resources required to operate and sustain a digital system, including technological infrastructure, network connectivity, administrative platforms, and the technical competence of personnel. In terms of technological infrastructure, the agency has relatively adequate resources to support digital administration. These include functional computers, internet connectivity, an electronic administration system, and an official website of the Palangka Raya National Unity and Politics Agency. The website provides organisational information, news, activity agendas, regulations, a list of registered community organisations, and several public service channels, including community organisation registration, verification of political party assistance teams, grant fund verification, and research recommendation services. The availability of these facilities indicates that the agency has established a basic technological foundation for supporting digital governance and public service delivery.

The principal limitation, however, is found in the human resource dimension, particularly the uneven level of digital competence among personnel responsible for operating and managing the available systems. An internal informant acknowledged that some staff members remain relatively unfamiliar with digital technologies, creating difficulties in optimising the available platforms and services. This condition has encouraged the agency to cooperate with the communication and informatics office in providing training, technical assistance, and operational guidance for system operators. Another internal informant confirmed the existence of this competency limitation and referred to the 2025 technical guidance programme aimed at strengthening the capacity of implementing information and documentation management officers across the Palangka Raya City Government. Such initiatives demonstrate that institutional capacity is not determined solely by the availability of technological infrastructure but also by the ability of personnel to utilise, manage, and continuously adapt digital systems to administrative requirements (Chavarnakul et al., 2025; Faro et al., 2022).

Value concerns the tangible benefits generated by the digital system for both the agency as the service provider and the public as the service user. Internally, the implementation of the

system has produced noticeable improvements in administrative efficiency. An internal informant explained that the digital system reduces staff working time, facilitates the monitoring of service processes, and reduces the possibility of administrative errors. Before the system was implemented, administrative activities relied heavily on physical documents, manual recording, and lengthy bureaucratic procedures, which frequently caused delays and made direct supervision more difficult. From the user perspective, similar benefits have been experienced by those who are familiar with the online service. An external informant, an administrator of an advocacy organisation at the city branch level, explained that online services reduce the need for repeated visits to the agency merely to confirm document completeness because administrative requirements can be accessed and reviewed through the website. This demonstrates that digitalisation provides concrete value through greater efficiency, reduced administrative burden, and improved access to procedural information (Amato & Velicogna, 2022; Gräfe et al., 2024).

The distribution of these benefits, however, remains limited because only a small proportion of potential users are aware of and utilise the available digital channels. Most applicants continue to rely on conventional face-to-face procedures because these are perceived as more certain and faster, particularly when users need immediate clarification concerning administrative requirements. This preference reflects not necessarily a rejection of digital services but a consequence of limited information and socialisation regarding their availability and advantages. The value generated by the digital system is therefore already evident at both institutional and user levels, but its broader public impact remains constrained by low awareness and limited adoption. Digitalisation has succeeded in creating additional value for those who use it, yet the agency still needs to expand public outreach and strengthen user familiarity so that these benefits can be distributed more widely across the community.

Value: Benefits That Have Not Reached the Users

Value concerns the tangible benefits generated by the digital system for both the agency as the service provider and the public as the service user. Internally, the implementation of the system has produced noticeable improvements in administrative efficiency. An internal informant explained that the digital system reduces staff working time and facilitates the monitoring of service processes, thereby reducing the possibility of administrative errors. Prior to its implementation, administrative activities relied heavily on physical documents, manual recording, and lengthy bureaucratic procedures. These conditions often created delays in completing administrative tasks and made direct supervision more difficult. The digital system therefore provides institutional value by simplifying administrative workflows, improving process visibility, and supporting more systematic management of public service activities (Gurnaša & Mazūre, 2025; Kayyali, 2025).

From the perspective of service users, the benefits of digitalisation have also become evident, although they have not yet been experienced by the majority of the public. An external informant, who serves as an administrator of an advocacy organisation at the city branch level, explained that the availability of online services reduces the need for repeated visits to the agency simply to confirm the completeness of administrative documents. Through the website, information concerning requirements can be accessed and reviewed before the applicant proceeds with the administrative process (Al-Ayyubi & Maulana, 2023; Khoirunnisa et al., 2023). This

reduces unnecessary travel, saves time, and provides greater certainty regarding document preparation. The experience demonstrates that the digital system has already generated practical value for users who are familiar with the available online channel and are capable of integrating it into their administrative practices.

The limited distribution of these benefits, however, indicates that the value generated by digitalisation has not yet translated into broad public adoption. Only a small number of users are aware of and actively utilise the online service, while most applicants continue to rely on conventional face-to-face procedures. Manual services are often perceived as more certain and faster because applicants can directly communicate with officers, clarify requirements, and immediately respond to administrative problems. This preference is understandable when information regarding the availability, procedures, and advantages of digital services has not been disseminated effectively. Consequently, the problem is not the absence of value within the digital system, but the unequal distribution and limited visibility of that value. The system has demonstrated its capacity to produce efficiency and convenience, yet its broader public value remains constrained by low awareness and limited utilisation among potential users.

Table 1. Data Triangulation on E-Government Implementation

Element	Interviews	Observation	Documentation	Conclusion
Support	Internal informants stated that implementation follows central policy and is backed by internal commitment; most external informants said they were unaware of online services.	Services are still largely delivered face to face and users tend to come to the office in person.	An official website exists, information is managed through the information and documentation management mechanism, and annual monitoring is carried out by the communication and informatics office.	Policy support and managerial commitment are present but are not accompanied by outreach, so utilisation remains low.
Capacity	Internal informants described electronic services supported by computers, networks, and a website operator, though some personnel have not mastered the technology.	Devices and networks are available at the office, but their use in service delivery is still limited.	Organisational documents show a division of tasks and the conduct of technical guidance on information and documentation management in 2025.	Infrastructure readiness has been met, whereas the competence of human resources still needs strengthening.
Value	Providers experience efficiency in working time; only a small proportion of users experience easier access.	Users still come to the office for organisational registration and research permits alike.	The website carries channels for community organisation registration, grant verification, and research recommendations.	The benefits of the system are real internally but have not been distributed to the majority of service users.

Source: processed from field data, 2026

Table 1 shows that e-government implementation is supported by policy commitment, managerial support, available technological infrastructure, and an official website providing several public services. Internal coordination and technical guidance also contribute to system

operation. However, observation indicates that services remain dominated by face-to-face interactions, while public outreach and digital service utilisation are still limited.

The capacity element indicates that the agency has established the basic infrastructure required to support e-government implementation, including internet connectivity, digital devices, and an official online platform. However, the availability of infrastructure is not yet fully matched by the digital competence of personnel. Differences in employees' technological skills affect their ability to operate and optimize digital systems consistently. Some personnel are able to adapt to digital procedures relatively well, while others still require additional guidance and technical support. This condition suggests that institutional capacity depends not only on technological infrastructure but also on the continuous development of human resources and organizational readiness to manage digital services effectively (Albouti & Balaji, 2025; Anomah, 2025).

Meanwhile, the value element demonstrates that e-government has contributed to greater administrative efficiency and improved access to information for several groups of users. Digital services can reduce the need for repeated face-to-face interactions and facilitate the dissemination of administrative information. Nevertheless, these benefits have not been experienced equally by all users due to limited public awareness, uneven digital literacy, and differences in access to technology. Furthermore, the absence of fully integrated online transactions limits the potential of digital services to provide end-to-end public services. Overall, the agency has established an important foundation for e-government, but stronger public engagement, improved digital competencies, and service integration are necessary to achieve more inclusive and effective digital governance.

Enabling and Constraining Conditions

Mapping the data as a whole identifies four principal conditions that encourage the implementation of e-government within the agency. The first is the existence of policy support accompanied by managerial commitment, which provides institutional legitimacy and direction for the development of digital administration. The second is the availability of public services through the agency's official website, allowing organisational information and several administrative services to be accessed digitally. The third concerns functioning internal coordination among different fields, supported by periodic monitoring and technical oversight from the communication and informatics office. This coordination contributes to maintaining the continuity of digital operations and addressing technical limitations encountered by implementing personnel. The fourth enabling condition is the availability of basic technological infrastructure, including computers, internet connectivity, electronic administrative systems, and other facilities required to support the agency's digital activities (Purnamasari et al., 2025; Serrano, 2018).

At the same time, four conditions continue to constrain the effectiveness and broader development of e-government implementation. Minimal public outreach limits awareness of the available digital services, resulting in a low rate of system utilisation among potential users. Uneven digital literacy also remains a significant challenge, affecting both personnel who operate the system and members of the public who are expected to use it. These limitations are reinforced by a service architecture that has not yet been fully integrated into an online transaction mechanism. Although the official website provides information and facilitates certain

administrative processes, several stages still require physical interaction and manual document submission (Effah & Nuhu, 2017). Consequently, the agency has established the basic foundations of e-government, but the transition toward a fully integrated, user-oriented, and transactional digital service system remains incomplete.

Table 2. Enabling and Constraining Conditions for E-Government Implementation

Enabling conditions	Constraining conditions
National policy and the commitment of the agency's leadership	Outreach on online services to the public remains minimal
An official website carrying public service channels	The rate of system use among users remains low
Coordination among fields and periodic monitoring by the communication and informatics office	Digital literacy among personnel and users alike is uneven
Basic technological infrastructure already in place	Services are not yet integrated as a means of online transaction

Source: processed from field data, 2026

Table 2 shows that the implementation of e-government is supported by several conditions already established within the organization. These enabling factors include the existence of national policies accompanied by leadership commitment, the availability of an official website as a channel for public services, coordination among organizational units and periodic monitoring by the Communication and Informatics Office, as well as the availability of basic technological infrastructure. These conditions indicate that, institutionally, the organization has established an initial foundation for developing digital public services (Lindgren & van Veenstra, 2018; Meyerhoff Nielsen & Jordanoski, 2020; Yu et al., 2023). Policy and leadership support are particularly important because they provide legitimacy and direction for e-government development, while coordination and technological infrastructure enable digitalization processes to be implemented operationally (Aldhi et al., 2025; De la Cruz et al., 2025; Sira & Kuzior, 2025; Umbach & Tkalec, 2022).

On the other hand, the table also highlights several conditions that continue to constrain the optimization of e-government. The reach of online services among the public remains limited, as indicated by the relatively low level of system use. In addition, digital literacy among the community and service users remains uneven, preventing digital services from being utilized optimally. Another challenge is that the available services have not yet been integrated into a comprehensive online system. These conditions demonstrate that e-government challenges are not limited to technological availability but also involve user adoption, digital capacity, and inter-service integration (Karanasios et al., 2024; Rahman, 2023). Therefore, strengthening e-government should focus on increasing service utilization, improving digital literacy, and integrating systems so that the existing infrastructure and institutional support can generate more effective digital public services.

Reading these two sides through the framework of (Richardus Eko Indrajit, 2002) yields a reasonably firm analytical conclusion. The element of support has been adequately fulfilled and acts as the driver that keeps the system alive. The element of capacity is only partly fulfilled, because readiness of equipment is not matched by readiness of human resources. The element of value is the weakest, not because the benefits are absent but because they are not distributed to the majority of users. This pattern confirms that the three elements operate sequentially and

interdependently: strong support will not turn into value for as long as capacity and public communication lag behind. The finding offers a critical note on the tendency in the literature to treat budgetary and infrastructural limitations as the principal obstacle, as reported by (Muhammad Diky Andreyansyah et al., 2024). In the case examined here, neither is the central problem. The obstacle stems instead from a communication strategy that has not adjusted itself to the character of the agency's users. The community and student organisations that constitute its principal clients prove responsive to direct, networked channels of communication such as the Forum Kebangsaan messaging group, yet remain untouched by passive publication on the official website. In other words, an effective outreach channel is already available and in active use; it has simply never been employed to introduce the online services.

Conclusion

The implementation of e-government at the Office of the National Unity and Politics Agency of Palangka Raya City is under way but is not yet working as it should. Read through the framework, support is the most prominent element and the principal driver of the system's continuity, marked by compliance with national policy, managerial commitment, information management through the designated officer mechanism, and periodic monitoring by the communication and informatics office. Capacity has been fulfilled only at the level of equipment, while the digital skills of personnel remain uneven, so that the official website functions more as an information board than as a means of transacting services. Value is the weakest element, because the benefits of convenience, efficiency, and openness are enjoyed by only a small proportion of users.

The central argument of this article is that the principal constraint on e-government implementation in an agency of this type lies not in the availability of technology but in the breakdown of communication between the provider and its institutional users. The agency has built a digital channel without building demand for it, so that the readiness already achieved has not borne fruit in utilisation. The practical consequence is that improvement should be directed at two mutually reinforcing measures: outreach that makes use of the organisational communication networks already in operation, and continuous technical training for personnel so that services can rise from the provision of information to the stage of online transaction. Further research is recommended to test this finding at other agencies that likewise serve users in organisational form, for instance bodies handling religious affairs or youth affairs permits, in order to assess how far the pattern of readiness without utilisation is distinctive or applies more widely. Quantitative or mixed approaches may also be used to measure the magnitude of the effect of outreach on the rate of digital service use, so that policy recommendations can be formulated on a more measurable basis.

References

- Aben, T. A. E., Van Der Valk, W., Roehrich, J. K., & Selviaridis, K. (2021). Managing Information Asymmetry In Public-Private Relationships Undergoing A Digital Transformation: The Role Of Contractual And Relational Governance. *International Journal Of Operations & Production Management*, 41(7), 1145-1191. <https://doi.org/10.1108/Ijopm-09-2020-0675>

- Al-Ayyubi, M. S. A.-A., & Maulana, B. (2023). Designing A Web-Based Information System For Scholarship Management: Supporting Access And Rapid Dissemination Of Information. *Itej (Information Technology Engineering Journals)*, 8(1), 14–33. <https://doi.org/10.24235/Itej.V8i1.111>
- Abouti, A., & Balaji, K. . (2025). From Technology Adoption To Digital Transformation How Institutional Trust And Digital Readiness Shape Hris Success In Higher Education. *Journal Of Logistics, Informatics And Service Science*. <https://doi.org/10.33168/Jliss.2025.1007>
- Aldhi, I. F., Suhariadi, F., Rahmawati, E., Supriharyanti, E., Hardaningtyas, D., Sugiarti, R., & Abbas, A. (2025). Bridging Digital Gaps In Smart City Governance: The Mediating Role Of Managerial Digital Readiness And The Moderating Role Of Digital Leadership. *Smart Cities*, 8(4), 117. <https://doi.org/10.3390/Smartcities8040117>
- Amato, R., & Velicogna, M. (2022). Cross-Border Document Service Procedures In The Eu From The Perspective Of Italian Practitioners—The Lessons Learnt And The Process Of Digitalisation Of The Procedure Through E-Codex. *Laws*, 11(6), 81. <https://doi.org/10.3390/Laws11060081>
- Anomah, S. (2025). Assessing The Institutional Readiness And Capacity For Ai Adoption In Public Audit Institutions In Developing Countries: Evidence From Ghana. *Telematics And Informatics Reports*, 20, 100260. <https://doi.org/10.1016/J.Teler.2025.100260>
- Chavarnakul, T., Xu, L. Da, Bi, Z., Shankar, A., Dhiman, G., Viriyasitavat, W., & Hoonsopon, D. (2025). A Systematic Literature Review On Resilient Digital Transformation, Examining How Organizations Sustain Digital Capabilities. *Hightech And Innovation Journal*, 6(2), 687–722. <https://doi.org/10.28991/Hij-2025-06-02-021>
- Cruz, R. F., & Tantia, J. F. (2017). Reading And Understanding Qualitative Research. *American Journal Of Dance Therapy*, 39(1), 79–92. <https://doi.org/10.1007/S10465-016-9219-Z>
- De La Cruz, M., Tan, E., Muñoz, P., & Casas, C. (2025). Unlocking The Value Of Data Governance In Developing Countries: A Framework For Public Administration. *The Electronic Journal Of Information Systems In Developing Countries*, 91(6). <https://doi.org/10.1002/Isd2.70043>
- Effah, J., & Nuhu, H. (2017). Institutional Barriers To Digitalization Of Government Budgeting In Developing Countries: A Case Study Of Ghana. *The Electronic Journal Of Information Systems In Developing Countries*, 82(1), 1–17. <https://doi.org/10.1002/J.1681-4835.2017.Tb00605.X>
- Fardiah, D., Darmawan, F., Rinawati, R., Supaat, V. E. M., & Hadnansyah, E. (2024). Digital Transformation Through Electronic-Based Government System Performance As Public Relations Strategy. *Profesi Humas*, 9(1), 23–48. <https://doi.org/10.24198/Prh.V9i1.56095>
- Faro, B., Abedin, B., & Cetindamar, D. (2022). Hybrid Organizational Forms In Public Sector's Digital Transformation: A Technology Enactment Approach. *Journal Of Enterprise Information Management*, 35(6), 1742–1763.

<https://doi.org/10.1108/Jeim-03-2021-0126>

- Goloshchapova, T., Yamashev, V., Skornichenko, N., & Strielkowski, W. (2023). E-Government As A Key To The Economic Prosperity And Sustainable Development In The Post-Covid Era. *Economies*, 11(4), 112. <https://doi.org/10.3390/Economies11040112>
- Gräfe, P., Marienfeldt, J., Wehmeier, L. M., & Kuhlmann, S. (2024). Changing Tasks And Changing Public Servants? The Digitalisation And Automation Of Public Administrative Work. *Information Polity*. <https://doi.org/10.1177/13837605241289773>
- Gurnaša, L., & Mazūre, G. (2025). Unlocking The Power Of Process Management In Public Administration: A Theoretical Perspective On Implementation Benefits. *Environment. Technology. Resources. Proceedings Of The International Scientific And Practical Conference*, 1, 221–227. <https://doi.org/10.17770/Etr2025vol1.8676>
- Hasanah, S., Pratama, I. N., Rahmat, A. F., & Kurniawan, C. (2023). Digital Government In Social Sciences Discipline: Mapping Pivotal Features And Proposed Theoretical Model. *Jurnal Ilmiah Peuradeun*, 11(1), 195–220. <https://doi.org/10.26811/Peuradeun.V11i1.819>
- Inakefe, G. I., Bassey, V. U., Ikeanyibe, O. M., Nwagboso, C. I., Agbor, U. I., Ebegbulem, J., Mbonu, F. I., & Ike, G. U. (2023). Digital Literacy And E-Governance Adoption For Service Delivery In Cross River State Civil Service. *International Journal Of Electronic Government Research*, 19(1), 1–23. <https://doi.org/10.4018/Ijegr.328327>
- Karanasios, S., Adrot, A., Hayes, P., & Cooper, V. (2024). The Interplay Of Logics And Social Media: An Organisational Field Perspective. *Information Systems Journal*, 34(1), 80–124. <https://doi.org/10.1111/Isj.12472>
- Kawabata, M. K., & Camargo, A. S. (2023). E-Government Innovation Initiatives In Public Administration: A Systematic Literature Review And A Research Agenda. *Administration & Society*, 55(9), 1758–1790. <https://doi.org/10.1177/00953997231185847>
- Kayyali, M. (2025). Digital Transformation In Public Sector Management. In *Enhancing Public Sector Accountability And Services Through Digital Innovation* (Pp. 289–324). Igi Global. <https://doi.org/10.4018/979-8-3693-9251-5.Cho09>
- Khoirunnisa, N., Haryati, H., Jubaedah, E., & Rostiawati, T. (2023). Designing Website-Based Administration Management Information System. *Coreid Journal*, 1(1), 21–32. <https://doi.org/10.60005/Coreid.V1i1.6>
- Lappi, T. M., Aaltonen, K., & Kujala, J. (2019). Project Governance And Portfolio Management In Government Digitalization. *Transforming Government: People, Process And Policy*, 13(2), 159–196. <https://doi.org/10.1108/Tg-11-2018-0068>
- Lindgren, I., & Van Veenstra, A. F. (2018). Digital Government Transformation. *Proceedings Of The 19th Annual International Conference On Digital Government Research: Governance In The Data Age*, 1–6. <https://doi.org/10.1145/3209281.3209302>

- Linke, D., Link, D., & Lames, M. (2020). Football-Specific Validity Of Tracab's Optical Video Tracking Systems. *Plos One*, 15(3), E0230179. <https://doi.org/10.1371/journal.pone.0230179>
- Meyerhoff Nielsen, M., & Jordanoski, Z. (2020). Digital Transformation, Governance And Coordination Models: A Comparative Study Of Australia, Denmark And The Republic Of Korea. *The 21st Annual International Conference On Digital Government Research*, 285–293. <https://doi.org/10.1145/3396956.3396987>
- Muhammad Diky Andreyansyah, Said Pullah, Muhammad Iqbal Fudiatama, Muhammad Arief Taopan, & Kamal Hasuna. (2024). Implementasi Dan Kinerja Sistem Informasi Dokumen Online (Si-Doi) Di Dinas Kependudukan Dan Pencatatan Sipil Kota Palangka Raya. *Jurnal Hukum, Administrasi Publik Dan Negara*, 2(1), 22–29. <https://doi.org/10.62383/hukum.v2i1.69>
- Muliawaty, L., & Hendryawan, S. (2020). Peranan E-Government Dalam Pelayanan Publik (Studi Kasus: Mal Pelayanan Publik Kabupaten Sumedang). *Kebijakan : Jurnal Ilmu Administrasi*, 11(2), 45–57. <https://doi.org/10.23969/kebijakan.v11i2.2898>
- Mulyadi, A. M., Suwaryo, U., & Sagita, N. I. (2023). The Quality Of E-Government In Population Service In Bandung 2021. *Al Qalam: Jurnal Ilmiah Keagamaan Dan Kemasyarakatan*, 17(5), 3116. <https://doi.org/10.35931/aq.v17i5.2618>
- Praja Panjika, Y. (2022). Analisis Pengembangan Elektronik Government Pada Dinas Penanaman Modal Dan Pelayanan Terpadu Satu Pintu Kota Palangka Raya. *Journal Ilmu Sosial, Politik Dan Pemerintahan*, 11(1), 1–23. <https://doi.org/10.37304/jispar.v11i1.4200>
- Purnamasari, R., Hasanudin, A. I., Zulfikar, R., & Yazid, H. (2025). Technological Infrastructure And Financial Resource Availability In Enhancing Public Services And Government Performance: The Role Of Digital Innovation Adoption In Indonesia. *Social Sciences & Humanities Open*, 11, 101621. <https://doi.org/10.1016/j.ssaho.2025.101621>
- Rahman, M. (2023). The Implementation Of E-Governance Initiatives Plays A Crucial Role In Ensuring The Realization Of A Digital Bangladesh. *Journal Of Public Representative And Society Provision*, 3(2), 58–66. <https://doi.org/10.55885/jprsp.v3i2.278>
- Rohaniah, Y., & Rahmaini, R. (2021). Sosialisasi Manajemen Keuangan Keluarga Pada Masa Pandemi Covid-19. *Abdi Moestopo: Jurnal Pengabdian Pada Masyarakat*, 4(01), 45–49. <https://doi.org/10.32509/am.v4i1.1371>
- Septiani, A., Syamsir, S., Aulia, A. R., Resti, A., Fazira, V., Sukma Wijaya, D. A., & Aldeo, Z. (2022). Peranan E-Government Dalam Pelayanan Publik. *Jurnal Syntax Imperatif: Jurnal Ilmu Sosial Dan Pendidikan*, 3(5), 302. <https://doi.org/10.36418/syntax-imperatif.v3i5.183>
- Serrano, W. (2018). Digital Systems In Smart City And Infrastructure: Digital As A Service. *Smart Cities*, 1(1), 134–154. <https://doi.org/10.3390/smartcities1010008>
- Sihotang, D. M., Hidayanto, A. N., & Kurnia, S. (2025). The E-Government Adoption Ecosystem From The Perspective Of Stakeholder Theory: A Case Study On The Village Information Systems In Indonesia. *Information Development*, 41(4), 1342–1355.

<https://doi.org/10.1177/026666669231192879>

- Sira, M., & Kuzior, A. (2025). Digitalization Of Government Management Processes In The Context Of Sustainable Development. *Management Systems In Production Engineering*, 33(2), 289–310. <https://doi.org/10.2478/Mspe-2025-0029>
- Umbach, G., & Tkalec, I. (2022). Evaluating E-Governance Through E-Government: Practices And Challenges Of Assessing The Digitalisation Of Public Governmental Services. *Evaluation And Program Planning*, 93, 102118. <https://doi.org/10.1016/J.Evalprogplan.2022.102118>
- Yu, J., Jin, J., Chen, F., & Zhang, Y. (2023). Digital-Enabled Public Service Innovation In China's Ehealth Sector: An Institutional Logics Perspective. *Ieee Transactions On Engineering Management*, 70(4), 1621–1638. <https://doi.org/10.1109/Tem.2020.3005767>
- Yusuf, M., Liwaul, L., Purwati, N. E., & Elwan, L. O. M. (2025). E-Government-Based Public Services Through The Pajak Menyapa Portal In Kendari City, Indonesia. *Journal Of Governance And Public Policy*, 12(3), 363–380. <https://doi.org/10.18196/Jgpp.V12i3.27134>