

Digital Transformation in Public Services: Evaluation of E-Government Implementation in Indonesia

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ARTICLE INFO

Article history:

Received Oktober 19, 2025

Revised 20 Oktober 2025

Accepted 25 Oktober 2025

Available online 30 Oktober. 2025

Keywords

Digital Transformation, Public Services, E-Government

Kata Kunci:

Transformasi Digital, Pelayanan Publik, E-Government



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ABSTRACT

This study aims to determine the digital transformation in public services: an evaluation of e-government implementation in Indonesia. This study uses an evaluative study with a qualitative approach. Informants were selected using purposive sampling, including policymakers, technical implementers, and service users. Data were obtained through in-depth interviews, participant observation, and documentation studies. The results of this study indicate that the evaluation of e-government implementation in Indonesia shows significant progress in digital infrastructure, public services, and public participation. However, challenges such as the digital divide between regions, limited civil servant competency, uneven system integration, and data security risks still need to be addressed. Therefore, strategies are needed to strengthen e-government, including cross-sector data integration, increased digital literacy, and strengthened cybersecurity, which are expected to improve bureaucratic efficiency, service quality, public trust, and community participation.

ABSTRAK

Penelitian ini bertujuan untuk mengetahui transformasi digital dalam pelayanan publik: evaluasi implementasi e-government di Indonesia. Penelitian ini menggunakan studi evaluatif dengan pendekatan

kualitatif. Informan dipilih secara purposive sampling, mencakup pihak pengambil kebijakan, pelaksana teknis, dan pengguna layanan. Data diperoleh melalui wawancara mendalam, observasi partisipatif, dan studi dokumentasi. Hasil penelitian ini menunjukkan bahwa evaluasi implementasi e-government di Indonesia menunjukkan kemajuan signifikan dalam infrastruktur digital, pelayanan publik, serta partisipasi masyarakat. Meski demikian, tantangan seperti kesenjangan digital antarwilayah, keterbatasan kompetensi ASN, integrasi sistem yang belum merata, dan risiko keamanan data masih perlu diatasi. Oleh karena itu, diperlukan strategi penguatan e-government, meliputi integrasi data lintas sektor, peningkatan literasi digital, serta penguatan keamanan siber, yang diharapkan dapat meningkatkan efisiensi birokrasi, kualitas layanan, kepercayaan publik, dan partisipasi masyarakat.

INTRODUCTION

Digital transformation has become a global phenomenon, driving fundamental changes in various sectors of life, including government. In the era of the Industrial Revolution 4.0, digitalization is no longer merely an option but a necessity for public institutions to improve efficiency, transparency, and accountability in public services (Susilawati et al., 2023). The government, as the entity responsible for the provision of public services, must be able to adapt to developments in information and communication technology in order to provide services that are fast, easy, and responsive to the increasingly complex needs of society (Hidayatullah et al., 2024).

In the Indonesian context, digital transformation of government is known as Electronic Government, or e-government. This concept refers to the use of information technology by government agencies to provide more efficient, effective, and integrated public services (Andriyan et al., 2024). Through e-government, the government is expected to improve bureaucratic processes, which have been known to be slow and opaque, and create a more open and accountable administrative system.

Since the enactment of Presidential Instruction No. 3 of 2003 concerning the National Policy and Strategy for E-Government Development, Indonesia has begun developing various public service digitalization initiatives. The primary goal is to build good governance through the use of information technology (Nastia, 2024). Various ministries, institutions, and local governments have begun

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implementing digital systems to support administrative processes, public services, and data-based decision-making (Edwi, 2008).

However, despite more than two decades of implementation, e-government in Indonesia still faces various challenges. Disparities in digital infrastructure between regions, low digital literacy among government officials, and resistance to changes in bureaucratic work culture are the main inhibiting factors (Wuridewanti et al., 2025). This situation has resulted in the implementation of e-government not being fully optimal, and there are still significant differences between the central and regional governments in terms of service effectiveness and quality.

The development of e-government in Indonesia must also be viewed in the context of technological and human resource readiness. Many government agencies already have digital service portals, but not all of them are systematically integrated. The fragmentation of systems between agencies often leads to data duplication and inefficiencies in service delivery. As a result, the primary goal of digital transformation, namely ease and simplicity of processes for the public, has not been fully achieved (Muhammad Rizky et al., 2025).

Data security and privacy are also crucial issues in e-government implementation. Public trust in digital systems relies heavily on ensuring the security of personal information. Amid the growing threat of cybercrime, the government needs to ensure that e-government systems have adequate protection to prevent harm to the public or the state (Ramadhani et al., 2024). This requires a strong national cybersecurity policy and consistent implementation of data protection standards across all agencies.

From a societal perspective, acceptance of digital services is also crucial. Not all citizens have equal access to digital technology. The digital divide between urban and rural communities is a barrier hindering the equitable distribution of e-government benefits (Kristian et al., 2024). Therefore, efforts to implement digital transformation need to be accompanied by strategies to increase inclusivity, both through providing infrastructure and improving the community's digital literacy.

Beyond technical and social aspects, the success of e-government also depends heavily on policy and governance. Coordination between government agencies remains a major challenge in ensuring synergy within digitalization programs. Without strong policy integration and shared commitment, digital transformation efforts have the potential to be fragmented and unsustainable. Therefore, evaluating e-government implementation is crucial to identify the extent to which the program has had a tangible impact on improving the quality of public services.

Digital transformation in public services is also closely linked to a shift in bureaucratic paradigms. Governments, once primarily focused on procedures, are now required to focus on results and public satisfaction. E-government goes beyond simply transforming service delivery channels to digital, but also encourages changes in bureaucratic work culture to be more innovative, adaptive, and focused on user needs (Hamim et al., 2024). This change requires transformational leadership capable of motivating employees to step out of their comfort zones and adopt technology as part of their daily work processes.

Evaluating e-government implementation in Indonesia is crucial for understanding its effectiveness in improving the quality of public services. Assessments can be conducted across various dimensions, such as time and cost efficiency, process transparency, public participation, and increased user satisfaction (Heryati et al., 2023). Through comprehensive evaluations, the government can identify best practices and identify areas that still need improvement.

In recent years, various government digital programs have shown significant progress. For example, the existence of public service portals like *Lapor.go.id*, Online Single Submission (OSS), and online population administration services demonstrate a serious effort to bring services closer to the people (Priyanti et al., 2025). Research by (Suhara et al., 2025) explained that the Cirebon Regency government has implemented the People's Online Aspiration and Complaints Service to facilitate communication between the government and the public. However, there are still technical, bureaucratic, and coordination issues that need to be addressed to ensure this system operates efficiently and consistently across Indonesia.

E-government development must also be linked to the national development agenda and bureaucratic reform. Digital transformation is expected to become not only a symbol of modernization but also a strategic instrument in realizing clean, transparent, and results-oriented governance (Tiara Mulia Risty et al., 2025). Thus, e-government implementation is not merely a technology project, but rather an integral part of structural reforms aimed at strengthening governance.

In the context of globalization and information transparency, the successful implementation of e-government is also an indicator of a country's progress in public administration. Countries with mature e-government systems have been shown to increase national competitiveness, attract investment, and strengthen the relationship between government and citizens (Abdussamad et al., 2024). Indonesia needs to learn from best practices in various countries, while adapting to its unique social, cultural, and geographical conditions.

Thus, digital transformation in public services is not a quick process. It requires a comprehensive and sustainable approach involving various stakeholders, from central and regional governments, the business world, academia, and the public. Multisectoral collaboration is key to ensuring that e-government implementation truly delivers tangible benefits to all levels of society.

Overall, this background suggests that digital transformation of public services through e-government in Indonesia is a strategic step toward modern governance oriented toward efficiency, transparency, and inclusiveness. However, to achieve this goal, a thorough evaluation of the ongoing implementation process is necessary to ensure that future policies and strategies are more targeted and sustainable. A comprehensive evaluation will not only demonstrate the achievements made but also open up opportunities for improvement to realize a digital government that truly serves the people optimally.

RESEARCH METHODS

Types and Approaches of Research

This research is an evaluative study, focusing on assessing the effectiveness of e-government policies in improving the quality of public services. The evaluation was conducted based on the principles of effectiveness, efficiency, transparency, and accountability of public services. A qualitative approach was used to explore stakeholders' perceptions, experiences, and perspectives on the implementation of the e-government program.

Research Location and Object

The research locations were purposively selected, specifically at several government agencies that have implemented e-government, both at the central and regional levels. The research objects included government digital service systems and platforms, such as public service portals, population administration information systems, and application-based digital services. The location selection took into account the maturity level of e-government implementation and the availability of relevant data and informants.

Data source

The research data consists of primary data and secondary data.

1. Primary data was obtained through in-depth interviews with government officials, e-government system managers, and digital service users.
2. Secondary data was obtained from official documents such as government reports, laws and regulations, previous research results, and academic publications related to e-government in Indonesia.

Data collection technique

Data collection techniques are carried out using the following methods:

1. In-depth interviews with key informants, including officials from the communications and informatics department, system developers, and users of digital public services.
2. Participatory observation, namely direct observation of the digital service systems used by government agencies.
3. Documentation, in the form of archival collection, program evaluation reports, and statistical data on the use of digital services.

Informant Determination Technique

Informants were selected using purposive sampling, selecting individuals deemed to have the most understanding and direct involvement in the e-government implementation process. Informant criteria included policymakers, technical implementers, and beneficiaries of e-government programs.

Data Analysis Techniques

The data was analyzed using the Miles and Huberman interactive analysis method, which includes three main stages:

1. Data reduction, namely the process of selecting, simplifying, and grouping data that is relevant to the research focus.
2. Data presentation is carried out in the form of narratives, tables and matrices which describe patterns and relationships between variables.
3. Drawing conclusions and verification, by conducting in-depth interpretation of the data obtained to produce valid findings.

RESULTS AND DISCUSSION

The implementation of e-government in Indonesia is part of a broader digital transformation strategy aimed at creating an efficient, transparent, accountable, and service-oriented bureaucracy. The concept of e-government itself refers to the use of information and communication technology (ICT) by government institutions to improve the quality of public services, expand public participation, and strengthen good governance.(Juliarso, 2019)In the Indonesian context, this initiative has been regulated through various

policies, such as Presidential Instruction Number 3 of 2003 concerning the National Policy and Strategy for E-Government Development, and reinforced by various derivative regulations up to the current digital era.

Historically, the implementation of e-government in Indonesia began in the early 2000s when the government began to recognize the potential of digital technology to support bureaucratic efficiency. However, in the initial stages, implementation was partial and not yet integrated across agencies. Each agency tended to build its own information system without uniform national standards. This resulted in data duplication, system inconsistencies, and difficulties in cross-sector coordination. This situation indicates that despite the benefits of technological advances, government digital governance is not yet optimal. Therefore, an evaluation of e-government implementation in Indonesia is necessary to identify system strengths and weaknesses, assess the effectiveness of digital policies and programs, and formulate more targeted improvement strategies. This evaluation is also crucial to ensure that digital transformation is not merely technical but also capable of improving the quality of public services, inclusiveness, and public trust in government.

Evaluation of E-Government Implementation in Indonesia

Digital Infrastructure Evaluation

Indonesia has made significant progress in developing digital infrastructure, particularly with increased internet access and the expansion of broadband networks to remote areas. Strategic programs such as the Palapa Ring have played a crucial role in expanding national connectivity and strengthening the foundation for digital transformation across various sectors, including government. However, the digital divide remains a significant and complex obstacle. Urban areas generally enjoy faster, more stable network access, and more adequate infrastructure and digital literacy support. Conversely, many rural areas still face limitations in terms of internet network availability, technological devices, and the ability of communities to utilize digital services. This disparity directly impacts the effectiveness of e-government implementation at the regional level, as regions with low infrastructure and digital literacy have not been able to fully optimize the use of technology in public services.

Human Resources (HR) Evaluation

Many civil servants (ASN) still lack the competency to manage digital systems and effectively utilize data to support evidence-based decision-making. Although the government has implemented various training, certification, and digital capacity-building programs, the capability gap between agencies and regions remains quite wide. Some ASN still rely on manual methods and are not yet accustomed to optimally utilizing digital platforms. Therefore, digital transformation of government requires more than just investing in infrastructure and technological devices; it must also be accompanied by reforms to the bureaucratic work culture to make it more open to innovation, collaborative, and responsive to change. Strengthening ASN digital competencies needs to be a continuous priority, including in areas such as data literacy, cybersecurity, and information technology management, to create a professional, adaptive apparatus that is ready to face the challenges of the digital government era.

System Integration Evaluation

Many information systems in government agencies still operate independently without integration or cross-sector connectivity. This situation leads to overlapping functions, data duplication, and hinders efficiency in administrative processes and public services. As a result, citizens often have to upload or re-enter the same data across different platforms, thus hindering the primary goal of e-government, which is to provide fast and integrated services. The government has attempted to address this issue by developing the Government Service Bus (GSB) and the integrated Electronic-Based Government System (SPBE) portal, designed to connect various services within a single national digital ecosystem. However, implementation remains uneven across all ministries, institutions, and local governments, necessitating accelerated system integration and alignment of policies and data standards to achieve comprehensive inter-agency interoperability.

Public Service Evaluation

The implementation of e-government has had a positive impact on increasing efficiency and facilitating access to public services. Various administrative processes can now be conducted online, such as population administration services, business licensing, and tax payments, which previously required lengthy time and multiple procedures. With digitalization, service times are faster, transparency is increased, and the accountability of government agencies is better maintained because each process is systematically recorded in the digital system. The public also experiences the convenience of accessing services at any time without having to visit government offices in person. However, not all levels of society

are able to optimally utilize these digital services due to limited technological literacy, digital devices, and internet access, which are not evenly distributed across Indonesia. Therefore, efforts to increase digital inclusivity through literacy training, equitable infrastructure distribution, and socialization of the use of online services need to be continuously strengthened so that the benefits of e-government can be felt comprehensively and fairly across all levels of society. Research by (Agustina, 2021) explains that e-government has a significant impact on the quality of public services. E-government also plays a crucial role in optimally improving the quality of public services.

Community Participation Evaluation

With the advent of various digital platforms, the public now has broader and more accessible channels to express their aspirations, complaints, and input on government performance. Applications such as Lapor!, public information disclosure portals, and official government social media platforms serve as interactive platforms that strengthen transparency and accountability in governance. Through these digital systems, the public can directly participate in the oversight and evaluation of public policies, thereby enhancing the relationship between the government and citizens. However, public participation in utilizing these digital channels still needs to be expanded, particularly among those lacking adequate digital literacy or access to technology. Therefore, increasing digital awareness and education are crucial steps to ensure that public participation in digital governance is more inclusive and equitable across all levels of society.

Data Security and Protection Evaluation

As the digitalization of public services increases, the potential threat of data leaks and cyberattacks has also increased significantly. The growing amount of personal data stored in digital government systems makes information security a strategic issue that cannot be ignored. The government has taken preventative measures by establishing personal data protection policies, strengthening network security infrastructure, and establishing institutions and task forces focused on national cybersecurity. However, the implementation of these policies still faces various challenges, such as limited technical resources, suboptimal inter-agency coordination, and weak oversight mechanisms for compliance by government institutions and digital service providers. Therefore, stricter oversight, increased technical capacity, and cross-agency collaboration are needed to ensure the security of public data and to continuously increase public trust in e-government systems.

The evaluation also shows that the success of e-government implementation depends heavily on political commitment and the quality of digital leadership at every level of government. Central and regional governments with a strong vision and policy direction for digital transformation are generally able to move more quickly in developing various technology-based public service innovations. Consistent political commitment is a key factor in ensuring program sustainability, adequate budget allocation, and regulatory support that fosters a healthy digital ecosystem. Furthermore, adaptive, visionary, and collaborative leadership plays a crucial role in building synergy between agencies, encouraging the adoption of new technologies, and creating a bureaucratic culture open to change. With strong digital leadership, e-government implementation becomes more than just an administrative endeavor, but also a strategic and sustainable transformational movement.

Overall, the evaluation results indicate that Indonesia is on the right track toward realizing an effective and competitive digital government. The consistent year-over-year improvement in the Electronic-Based Government System (SPBE) Index indicates tangible progress in policy, governance, and the quality of digital public services. The government has also demonstrated a strong commitment through the development of various regulations and cross-sectoral digital initiatives, further strengthening the foundation of this transformation.

However, challenges related to inter-agency system integration, equitable digital infrastructure distribution across regions, and strengthening the competency of state civil servants (ASN) remain significant and require serious attention. These three aspects are interrelated and determine the success of e-government implementation as a whole. Without strong integration and adequate human resource capacity, digital transformation risks being fragmented. Therefore, ongoing consolidation, mentoring, and innovation are necessary to ensure that the digitalization process of government can be inclusive, efficient, and sustainable across all levels of society and government.

E-Government Strengthening Strategy

The following are several strategies for strengthening e-government, which cover three main aspects: cross-sector data integration, increasing digital literacy among the public and government officials, and strengthening cybersecurity and public data governance.

1. Cross-sector data integration

To date, many government information systems operate separately in each agency, resulting in overlapping data and slow public service processes. With national data integration, information from various agencies can be interconnected and shared by both the central and regional governments. This effort requires the implementation of data interoperability standards, the development of a Government Service Bus (GSB), and increased collaboration between agencies to ensure secure, efficient, and real-time information exchange. This integration not only improves bureaucratic efficiency but also strengthens transparency and accountability in public services.

2. Improving Digital Literacy of the Community and Government Apparatus

Digital transformation will not be optimal if human resources lack the ability to adapt to new technologies. For civil servants (ASN), mastery of digital systems, data management, and information security are essential competencies in the era of electronic government. Continuous training, competency certification, and the development of a digital work culture are essential to enable ASN to innovate and provide more responsive services. Meanwhile, for the public, improving digital literacy is crucial so they can independently access, understand, and utilize digital public services (Ihcsan et al., 2025). The government needs to promote inclusive digital education programs through various channels, such as schools, social media, and local public service centers.

3. Strengthening Cybersecurity and Public Data Governance

As the digitalization of public services increases, the risk of data leaks and cyberattacks also increases. Therefore, the government needs to strengthen the national cyber defense system, build a reliable network security infrastructure, and tighten oversight of public data storage and processing. Furthermore, the implementation of personal data protection policies must be consistent to safeguard citizens' privacy rights. Transparent and accountable data governance will increase public trust in e-government and strengthen the government's legitimacy in sustainably managing digital transformation.

By implementing these strategic steps, e-government implementation in Indonesia is expected to not only improve bureaucratic efficiency by accelerating administrative processes, reducing manual procedures, and saving resources, but also strengthen public trust in the government. This trust arises because public services become more transparent, accountable, and easily accessible to the public. Furthermore, strengthening data integration, increasing digital literacy, and ensuring cybersecurity will provide a sense of security for the public in utilizing digital services, thereby encouraging active citizen participation in governance. Thus, digital transformation becomes not only a tool for efficiency, but also a means of building stronger, more responsive, and more harmonious relationships between the government and the public.

Positive Impacts of E-Government Implementation

The implementation of e-government has real positive impacts, including:

1. Increasing Bureaucratic Efficiency

Through the use of digital technology, various procedures that previously required lengthy and multi-step processes can now be completed automatically and in an integrated manner. This not only accelerates public services but also reduces administrative burdens and resource use, making bureaucratic performance more effective and responsive to public needs (Nurkartika, 2025).

2. Transparency of Public Information

With the e-government system, the public can monitor various government activities and policies in real-time, including budget use, decision-making processes, and agency performance results (Mappisabbi et al., 2024). This openness not only strengthens accountability but also builds public trust in a more transparent and participatory government.

3. Ease of Service Access

Through digital platforms, administrative processes such as obtaining permits, paying taxes, or submitting documents can be completed online anytime and anywhere. This not only saves time and money but also increases convenience and efficiency in interactions between the government and the public.

4. Innovation in Public Services

Through the use of information technology, the public can now access online healthcare services, digital learning systems, and electronic tax reporting more easily and efficiently. This innovation not only improves service quality but also expands reach and accelerates service delivery to the public.

5. Increased Public Trust

Through an open and easily accessible digital system, the public can monitor government processes and outcomes more clearly and objectively. This strengthens public perception of the integrity and professionalism of state officials and encourages public participation in achieving clean and responsive governance.

CONCLUSION

The implementation of e-government in Indonesia has shown significant progress, both in terms of digital infrastructure, public services, and the provision of channels for public participation. Increased internet access, strategic programs like the Palapa Ring, and the development of integrated systems like the Government Service Bus (GSB) and SPBE demonstrate the government's efforts to build the foundation for effective digital governance. This transformation has accelerated administrative processes, increased transparency, and made it easier for the public to access public services online.

However, the evaluation also revealed significant challenges, including the digital divide between regions, limited competence of civil servants (ASN) in utilizing technology, uneven system integration, and risks to data security and public privacy. Furthermore, public participation through digital platforms remains suboptimal, particularly among those with low technological literacy.

Therefore, a strategy is needed to strengthen e-government, including cross-sector data integration, increasing digital literacy for civil servants and the public, and strengthening cybersecurity and public data governance. By implementing this strategy, e-government is expected to not only improve bureaucratic efficiency and service quality, but also strengthen public trust, encourage citizen participation, and build a more harmonious relationship between government and society.

Overall, the implementation of e-government in Indonesia has shown significant positive impacts, including increased bureaucratic efficiency, transparency in the management of public services, innovation in service delivery, ease of access for the public, and increased public trust in government performance.

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