

# Revolutionizing Public Services: The Transformative Power of E-Government in Shaping Efficient Digital Governance

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## ABSTRACT

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**Introduction:** The development of information and communication technology (ICT) has fundamentally changed governance and public services through the concept of e-government. E-government offers solutions to improve efficiency, transparency, and public participation in digital public services.

**Objectives:** This study aims to analyze the transformative power of e-government in forming efficient digital governance in Indonesia and other developing countries.

**Methods:** The method used is a qualitative literature study with an in-depth review of various scientific articles, books, and policy documents related to e-government and digital public services.

**Results:** The results of the study show that e-government is able to accelerate public services, increase transparency, and reduce bureaucracy and the potential for corruption. However, challenges such as infrastructure readiness, human resource capacity, the digital divide, and regulatory aspects need serious attention so that the implementation of e-government is successful and sustainable. This study provides strategic recommendations for strengthening digital infrastructure, increasing human resource capacity, and developing adaptive and inclusive policies.

**Conclusions:** Thus, e-government plays a major role in the public service revolution towards a responsive, efficient, and participatory digital government.

**Keywords:** E-Government, Digital Public Services, Digital Governance, Digital Transformation, Public Participation.

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## INTRODUCTION

The development of information and communication technology (ICT) has brought significant changes in various aspects of life, especially in governance and public services [1], [2]. E-Government, as an implementation of digitalization in the public sector, offers an efficient solution to increase transparency, accountability, and public participation in the government process [3], [4]. With the implementation of e-government, public services are not only faster and easier to access, but are also able to reduce operational costs and reduce corruption [5], [6]. Therefore, e-government is a crucial aspect in bureaucratic modernization and public service reform in the current digital era [7].

E-Government is a concept of applying information and communication technology (ICT) in the process of organizing government to increase efficiency, transparency, and public participation [1]. With e-government, public services can be accessed online, enabling faster and more effective interaction between the government and the public. The implementation of this system not only improves the quality of service but also strengthens government accountability and openness. In the context of the digital era and the industrial revolution 4.0, e-government is an

important foundation for bureaucratic transformation that is adaptive to technological developments and the ever-growing needs of society [2].

In addition to technical aspects, the success of e-government also depends on the social, cultural, and psychological factors of the community using the service [4]. Public awareness and level of trust in the e-government system are key factors in increasing participation and utilization of government digital services. Therefore, the development of e-government needs to pay attention to the quality of service, ease of access, as well as education and socialization to the community to reduce the digital divide [3]. Overall, e-government is a strategic instrument in realizing a modern, responsive, and inclusive government in various countries, including Indonesia.

The digital transformation that occurs through e-government allows the government to interact directly with citizens and business actors through an integrated digital platform [8]. This system not only provides administrative services but also strengthens supervision and management of resources more effectively [9], [10]. In addition, e-government expands access to public information and strengthens transparency so that it can increase public trust in the government [11], [12]. This is very important in the context of a democratic and open government [13]. However, the implementation of e-government also faces a number of challenges, especially related to the readiness of technological infrastructure, human resource skills, and cultural resistance in traditional bureaucracy [14], [15]. The digital divide and unequal internet access in various regions are also major obstacles that affect the effectiveness of e-government in providing equitable public services [16], [17]. Therefore, an in-depth study of these supporting and inhibiting factors is essential to formulate the right strategy in developing e-government [18].

In addition to technical and social challenges, legal and regulatory aspects are also important concerns in developing digital governance [3]. Adaptive and responsive regulations to technological dynamics and personal data protection are fundamental aspects to maintaining security and privacy in public digital services [4]. This requires collaboration between government institutions, the private sector, and civil society so that e-government governance runs synergistically and sustainably [18].

The urgency of this research arises from the need to comprehensively understand how the transformative power of e-government can be utilized in forming efficient and effective digital governance in Indonesia and other developing countries. Given the strategic role of e-government in accelerating the process of bureaucratic reform and public services, an in-depth study is very relevant to encourage policies that are oriented towards improving the quality of services and public welfare.

Previous research has discussed various aspects of e-government, ranging from technology implementation, socio-cultural factors, to the impact on government performance [8], [13], [14]. However, research that integrates the perspective of the transformative power of e-government in forming efficient digital governance holistically is still very limited, especially in the context of developing countries. Therefore, this research is here to fill this gap with a comprehensive and applicable approach.

The purpose of this study is to analyze and identify the role of e-government as a transformative force in shaping efficient digital governance. This study also aims to provide strategic recommendations for the development of e-government policies and implementation that can improve the quality of public services in a sustainable manner, as well as encourage public participation in digital governance.

## **METHODS**

This study uses a qualitative approach with a type of literature study (library research) which aims to examine in depth the concepts, theories, and results of previous research related to the transformative power of e-government in forming efficient digital governance. Literature study was chosen because this study focuses on theoretical and conceptual analysis based on valid and relevant academic sources, so that it can provide a comprehensive picture of the phenomenon being studied without collecting primary data directly [19], [20]. This approach allows researchers to examine various perspectives, regulations, and existing e-government implementation practices, as well as identify challenges and opportunities in developing digital governance.

The data sources in this study consist of primary and secondary literature taken from national and international scientific journals, reference books, research reports, and policy documents related to e-government and digital

public services. Data were collected through systematic searches on academic databases such as Google Scholar, Scopus, and other accredited journal portals using relevant keywords such as "e-government," "digital governance," "public service transformation," and "digital public administration" [21]. Selection was made based on the relevance of the content, the year of publication in the last five years, and the credibility of the publisher or journal as an effort to ensure the quality and freshness of the data [22].

The data collection technique was carried out using a documentation method that involved recording, organizing, and classifying literature materials that were in accordance with the focus of the research. This process was continued with thematic mapping oriented towards the transformative aspects of e-government in the context of public services and digital governance. Data analysis used content analysis techniques with a descriptive and interpretive approach, which functioned to identify patterns, concepts, and relationships between variables that emerged in the literature [23], [24]. This approach provides space for researchers to systematically describe findings from the literature and relate them to research objectives.

With this methodology, research is expected to be able to produce valid and comprehensive studies on how e-government can play a transformative role in building efficient digital governance, while providing recommendations based on theory and applicable practices for the development of digital public services in the future.

## RESULTS

The following table presents 10 articles that are the result of a rigorous selection from several dozen articles found related to the topic of e-government and digital governance in public services. The articles were selected based on relevance, source quality, and novelty of publication over the past five years (2019-2024). This table is the foundation of important literature for understanding the dynamics of digital transformation in governance and public services.

**Table 1.** Literature Review

No	Article Title	Author	Years	Journal
1	The Public Value of E-Government–A Literature Review	Twizeyimana & Andersson	2019	Government Information Quarterly
2	Future of E-Government: An Integrated Conceptual Framework	Malodia, Dhir, Mishra & Bhatti	2021	Technological Forecasting & Soc. Change
3	Evaluating the Development of E-Government in Indonesia	Sabani, Deng & Thai	2019	Proceedings of Informatics
4	The Effects of E-Government Evaluation, Trust and the Digital Divide	Pérez-Morote & Pontones-Rosa	2020	Technological Forecasting & Soc. Change
5	The Role of Awareness in Appraising the Success of E-Government Systems	Rehman, Turi & Khan	2023	Cogent Business & Management
6	Coordination and Integration in E-Government	Hustedt & Trein	2020	Springer Handbook
7	Impact of Government Capacity and E-Government Performance on Adoption of E-Government Services	Mensah	2020	International Journal of Public Administration
8	E-Participation Within the Context of E-Government Initiatives: A Comprehensive Systematic Review	Ghazali & Othman	2022	Telematics and Informatics Reports
9	A Matter of Perspective: Conceptualizing the Role of Citizens in E-Government	Distel & Lindgren	2023	Government Information Quarterly
10	How Machine Learning is Changing E-Government	Alexopoulos & Lachana	2019	Web Information Systems

From ten articles that were the result of a rigorous selection of literature related to e-government and digital governance, various perspectives and important findings were found that collectively enrich the understanding of digital transformation in public services and governance. The article by Twizeyimana and Andersson (2019) is a primary reference that discusses the public value of e-government, emphasizing that the success of e-government is not only measured by technical aspects, but also by the extent to which e-government is able to provide real value to society through increased participation, transparency, and accountability. They present a comprehensive review of how e-government can strengthen the relationship between government and citizens in innovative and sustainable ways [5].

Furthermore, Malodia, Dhir, Mishra, and Bhatti (2021) develop an integrative conceptual framework for the future of e-government. In this article, they map the various dimensions of technology, people, and organizations that must be synergistic for e-government to develop effectively. They also highlight the challenges that arise from the acceleration of digital technology, including the need for cybersecurity and big data management. This framework provides a holistic picture that is essential for policymakers in designing adaptive and user-oriented e-government development strategies [11].

The article by Sabani, Deng, and Thai (2019) examines the development of e-government in Indonesia, offering a contextual perspective that is relevant for developing countries. They highlight key obstacles such as uneven technological infrastructure, limited human resources, and cultural resistance to digital change in the bureaucracy. This finding is important because it shows that e-government development is not only about technology, but also cultural transformation and change management that governments must face seriously [14].

Meanwhile, Pérez-Morote and Pontones-Rosa (2020) highlight the relationship between e-government evaluation, public trust, and the digital divide in Europe. They find that trust is a key factor influencing the level of use of e-government services, while the digital divide remains a significant obstacle to equal access. This is an important note for countries that want to expand the reach of digital services inclusively, demanding policy interventions that can address inequality in access to technology [3].

Recent research by Rehman, Turi, and Khan (2023) focuses on the role of public awareness in assessing the success of e-government systems. They emphasize that effective education and socialization are needed so that the public can optimally utilize government digital services. This emphasizes that the social and psychological aspects of the community must be an integral part of e-government implementation strategies to increase user participation and satisfaction [4].

Hustedt and Trein (2020) in their work outline the importance of coordination and integration between institutions in e-government governance. They argue that successful implementation is highly dependent on effective cross-sectoral collaboration, so that there is no fragmentation of services that is detrimental to users. This study provides an important framework for improving governance that can increase the effectiveness and efficiency of public digital services [15].

Mensah (2020) provides an analysis of government capacity and e-government performance in influencing the adoption of digital services. This study emphasizes that institutional capacity and organizational readiness are key determinants of the success of digital transformation. Therefore, building the capacity of government officials is a priority in the digital bureaucratic reform agenda [12].

In the study of Ghazali and Othman (2022), e-participation as part of the e-government initiative is discussed in depth. They present a systematic review that shows how active citizen involvement in the digital decision-making process can increase the legitimacy and quality of public policy. This study is very relevant in strengthening aspects of digital democracy and open government [9].

Distel and Lindgren (2023) conceptualize the role of citizens in e-government based on different value positions, highlighting a perspective dimension that is often overlooked in e-government studies. They emphasize that a more holistic understanding of citizens' perceptions of digital services can improve the design and implementation of e-government systems to be more responsive to citizens' needs [7].

Finally, Alexopoulos and Lachana (2019) discuss how machine learning technologies are changing the e-government landscape by automating and intelligently improving public services. This article opens up a new discourse on the integration of artificial intelligence in digital governance, which has the potential to improve the effectiveness of public services and accelerate data-driven decision-making [8].

Overall, the findings from these ten articles underscore that the revolution in public services through e-government is not just about technology, but also about how this transformation can shape efficient, inclusive, and public value-oriented digital governance. The synergy between technology, humans, and regulations is the main key to building an adaptive and sustainable digital government system in the modern era.

## **DISCUSSION**

### **The Role of E-Government as a Transformative Force in Digital Governance**

E-Government has become one of the main forces in transforming governance towards a more efficient, transparent, and responsive system. Through the digitization of public services, e-government enables resource management and interaction between government and citizens to run faster and more accurately. By utilizing information and communication technology (ICT), e-government encourages increased accessibility of services, simplifies administrative procedures, and reduces convoluted bureaucracy.

This transformation is not only about the digitization of processes, but also a paradigm shift in governance that emphasizes data integration, collaboration between institutions, and increased accountability. Efficient digital governance results from an automated and integrated system, enabling the government to make decisions based on valid and real-time data.

South Korea has launched various e-government initiatives that integrate big data, AI, and IoT technologies to improve the quality of public services. One notable initiative is “Government 24,” a unified public service portal that allows citizens to access over 56,000 types of administrative services online [25].

This implementation not only speeds up services but also enables data-driven decision-making that helps optimize government resource allocation and enhance accountability.

### **Continuous Improvement of Public Service Quality**

The implementation of e-government has significantly improved the quality of public services sustainably by providing faster, easier, and more transparent access. Digitalization of public services eliminates manual processes that are time-consuming and error-prone, thus speeding up service times while increasing public satisfaction. For example, online licensing services and digital tax payments allow citizens to take care of various administrative needs without having to come directly to government offices. With one integrated digital platform, the process of submitting, verifying, and issuing permits can be carried out more efficiently and transparently, which ultimately reduces bureaucracy and minimizes the potential for abuse of authority.

The digital tax payment system also brings significant changes in the efficiency of state revenues while providing convenience for taxpayers. The public can report and pay taxes anytime and anywhere, thereby reducing transaction costs and minimizing the risk of corruption that often occurs in manual mechanisms. However, improving the quality of public services sustainably through e-government does not only depend on technology alone, but also on the development of reliable digital infrastructure, strict data protection, and increasing the capacity of government human resources that manage these digital services.

A real example of the implementation of e-government that has succeeded in improving the quality of public services is South Korea. The South Korean government has developed an online licensing platform called K-PORTAL and a digital tax payment system through Hometax. With K-PORTAL, citizens and business actors can take care of various business permits online without having to come to government offices, so that the permit processing time which usually takes weeks can be shortened to a few days or even hours. The Hometax system allows taxpayers to report and pay taxes easily and safely via the internet. The positive impact of the digitalization of this service is reflected in the increase in public satisfaction with public services and the increase in efficiency and transparency in the



management of government administration. A study by the OECD even considered South Korea's digital government as an example of a very successful public service innovation.

In Indonesia, the Directorate General of Taxes has also adopted a digital tax payment system known as e-Filing and e-Bupot. This system makes it easy for taxpayers to report and pay taxes online without having to queue at the tax office. With e-Filing, the tax administration process becomes faster and more transparent, which gradually increases the level of tax compliance in Indonesia. This system also reduces the risk of data input errors and minimizes opportunities for corruption because the process is carried out digitally and is well documented.

Overall, improving the quality of public services through e-government not only involves acceleration and ease of access, but also includes the development of adequate digital infrastructure, strengthening cybersecurity to protect citizens' personal data, and improving the competence of human resources who manage digital systems. The cases of South Korea and Indonesia provide a concrete illustration that digital innovation in licensing and taxation services can reduce administrative costs, increase transparency, and strengthen public participation in governance. Thus, e-government has proven to be a revolutionary tool capable of transforming governance towards a more responsive, efficient, and accountable system.

### **Encouraging Community Participation in Digital Governance**

E-government not only functions as a means of administration and digital public services, but also plays an important role as a platform to encourage active community participation in governance. Through various digital applications and systems such as e-participation, online discussion forums, and technology-based reporting mechanisms, citizens are given wider opportunities to be directly involved in the decision-making process and evaluation of public policies. This model shifts the old paradigm that only relies on face-to-face interactions or physical meeting mechanisms, towards a more inclusive and participatory form of digital democracy.

This increase in community participation has a significant impact on the quality of governance. With more intense involvement, the government can obtain more diverse and representative input from the wider community, so that the policies made can better reflect the needs and aspirations of citizens. Digital participation also allows for greater transparency in the decision-making process, because every step and result of the consultation can be openly monitored by the public. This clarity and openness in turn strengthen the legitimacy of the government and build public trust which is very important in running an effective and democratic government [26].

One real example of the success of encouraging community participation through e-government is the case of Estonia with the Rahvakogu or People's Assembly platform. Estonia uses this digital platform to engage citizens at large in public dialogue and policy consultations, including on national strategic issues. Through Rahvakogu, citizens can express their opinions, provide ideas, and influence policies directly without geographical or time constraints. This system has proven effective in increasing active citizen participation, especially for young people and groups that have previously been underrepresented in traditional political processes [27].

In addition to Estonia, South Korea has also developed an e-participation platform called mVoting and an online forum that allows citizens to vote and provide input on local and national policies. This platform helps the government respond to community needs more quickly and accurately, and fosters a strong culture of digital participation in society. As a result, public trust in the government and the quality of public policies have increased significantly.

In Indonesia, initiatives such as the Online People's Aspiration and Complaint Management System (SIAP) launched by the local government are also examples of how digital technology can be used to facilitate citizen participation. Through SIAP, the public can convey complaints, aspirations, and suggestions directly to the local government without having to meet physically. This system increases transparency and accelerates the government's response to citizen needs, which has a positive impact on improving the quality of public services and strengthening the relationship between the government and the community.

The success of these platforms shows that e-government can change the way people and government interact, making governance more open, participatory, and democratic. Therefore, policy development and implementation of e-

government must prioritize the aspect of community participation to ensure that digital transformation is not just about technological modernization, but also strengthens the foundation of democracy and inclusive governance.

### **Strategic Recommendations for Policy Development**

1. **Strengthening Digital Infrastructure:** The government must ensure reliable and secure technology infrastructure so that e-government services can be widely accessed without technical barriers.
2. **Increasing Human Resources Capacity:** Training and competency development of civil servants in information technology and digital management are essential for the successful implementation of e-government.
3. **Policies that Support Innovation:** Regulations and policies must be adaptive and support digital innovation so that governance processes can continue to develop in line with technological developments.
4. **Focus on User Experience:** The design of e-government services must be user-friendly and inclusive so that all levels of society can access and utilize them.
5. **Strengthening Data Security and Privacy:** Data protection and cybersecurity policies need to be tightened to maintain public trust and prevent misuse of information.
6. **Encouraging Digital Participation:** The government must develop effective participation platforms and mechanisms to actively involve the public in decision-making and oversight.
7. **Continuous Evaluation and Monitoring:** A routine evaluation system must be implemented to measure the effectiveness of digital services and identify areas for continuous improvement.

### **CONCLUSION**

This study concludes that e-government has a very important role as a transformative force in forming efficient and responsive digital governance in the public service sector. E-government is able to accelerate the service process, increase transparency and accountability, and reduce bureaucratic red tape. The success of e-government implementation does not only depend on the technological aspect, but also on the readiness of human resources, adequate infrastructure, and adaptive and protective regulatory support for personal data. The digital divide and cultural resistance are also inhibiting factors that need to be overcome through continuous education and socialization.

Practically, the government needs to strengthen digital infrastructure evenly, improve information technology competency in bureaucratic apparatus, and develop policies that support innovation and data protection. The government must also encourage active community participation through easily accessible and inclusive digital platforms. Training and education on the use of digital services for the wider community are very important to overcome the digital divide and increase public trust. Periodic evaluation and monitoring of e-government implementation must be carried out to ensure sustainability and continuous improvement.

Suggestions for further research are to conduct field studies or mixed qualitative and quantitative research that explores the experiences of e-government users and organizers directly. Comparative research across regions or countries can also provide richer insights into the success factors and constraints of e-government implementation in different social and cultural contexts. The development of a holistic e-government performance evaluation model is also urgently needed to support appropriate policy making.

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