

Analysis of E-Government-Based Public Service Quality and Public Satisfaction

Yosaphat Danis Murtiharso^{1*}, Tomi Apra Santosa², Sunardi³ Mulyadi⁴,
Aat Ruchiat Nugraha⁵

¹Institut Bisnis dan Informatika Kwik Gian Gie, Indonesia

²Akademi Teknik Adikarya, Indonesia

³STAI Panca Budi Medan, Indonesia

⁴Universitas Ibnu Sina, Indonesia

⁵Universitas Padjadjaran, Indonesia

ARTICLE INFO

Article history:

Received: January 09, 2026

Accepted: March 28, 2026

Kata Kunci:

E-Government; Kualitas Layanan Publik;
Kepuasan Publik; Transformasi Digital

Keywords:

E-Government; Public Service Quality;
Public Satisfaction; Digital
Transformation



This is an open access article under the [CC BY-SA](#) license.
Copyright © 2026 by Author. Published by PT Citra Media
Publishing.

ABSTRAK

Transformasi digital di sektor publik telah mendorong pemerintah untuk menerapkan e-government sebagai strategi guna meningkatkan kualitas layanan publik, sehingga layanan tersebut menjadi lebih efektif, efisien, transparan, dan responsif terhadap kebutuhan masyarakat. Meskipun telah terjadi perkembangan berbagai inovasi layanan digital, tingkat kepuasan masyarakat terhadap layanan e-government bervariasi, dipengaruhi oleh faktor-faktor seperti kualitas sistem, kualitas informasi, kualitas layanan, kemudahan penggunaan, dan responsivitas pegawai pemerintah. Penelitian ini bertujuan untuk menganalisis dampak kualitas layanan publik berbasis e-government terhadap kepuasan masyarakat. Pendekatan kuantitatif dengan desain penelitian eksplanatori digunakan. Data

dikumpulkan melalui kuesioner yang dibagikan kepada 250 responden - pengguna layanan publik e-government di berbagai instansi pemerintah daerah - dengan menggunakan metode pengambilan sampel acak proporsional. Analisis data dilakukan menggunakan Partial Least Squares Structural Equation Modeling (PLS-SEM) untuk menilai validitas konstruk dan reliabilitas, serta hubungan kausal antar variabel. Hasil menunjukkan bahwa kualitas layanan publik berbasis e-government memiliki pengaruh positif dan signifikan terhadap kepuasan masyarakat (0,742; $p < 0,001$). Dimensi-dimensi kualitas layanan - yang meliputi kemudahan akses, keandalan sistem, kecepatan layanan, keamanan informasi, transparansi, dan responsivitas petugas - ditemukan berkontribusi secara signifikan terhadap peningkatan kepuasan masyarakat. Temuan ini menunjukkan bahwa mengoptimalkan implementasi e-government tidak hanya meningkatkan efisiensi administratif, tetapi juga memperkuat kepercayaan masyarakat terhadap lembaga publik melalui penyediaan layanan berkualitas tinggi.

ABSTRACT

Digital transformation in the public sector has prompted governments to implement e-government as a strategy to enhance the quality of public services, making them more effective, efficient, transparent, and responsive to public needs. Despite the development of various digital service innovations, public satisfaction levels regarding e-government services vary, influenced by factors such as system quality, information quality, service quality, ease of

*Corresponding author

E-mail addresses: yosaphat20@gmail.com

use, and the responsiveness of government personnel. This study aims to analyze the impact of e-government-based public service quality on public satisfaction. A quantitative approach with an explanatory research design was employed. Data were collected via questionnaires distributed to 250 respondents - users of e-government public services across several local government agencies - using proportionate random sampling. Data analysis was conducted using Partial Least Squares Structural Equation Modeling (PLS-SEM) to assess construct validity and reliability, as well as causal relationships between variables. The results indicate that e-government-based public service quality has a positive and significant effect on public satisfaction (0.742; $p < 0.001$). Service quality dimensions - comprising ease of access, system reliability, service speed, information security, transparency, and personnel responsiveness - were found to contribute significantly to increased public satisfaction. These findings suggest that optimizing e-government implementation not only improves administrative efficiency but also strengthens public trust in public institutions through the provision of high-quality services.

INTRODUCTION

Digital transformation in public administration has become a strategic government agenda across various nations in response to the Fourth Industrial Revolution (Industry 4.0) and the Society 5.0 concept, both of which position digital technology as a primary driver of public sector innovation. Industry 4.0 is characterized by the integration of technologies such as artificial intelligence (AI), big data analytics, cloud computing, the Internet of Things (IoT), and blockchain that shift the paradigm of governance from conventional bureaucratic systems toward a more adaptive, collaborative, and data-driven model (Bai, 2013; Kuswati et al., 2022). Furthermore, the Society 5.0 concept, introduced by Japan, broadens the scope of digital transformation by placing humans at the center of technological innovation (a human-centered society); consequently, digitalization focuses not merely on administrative efficiency but also on enhancing the quality of life for the public through services that are more inclusive, responsive, and sustainable (Ziadi et al., n.d; Avianto, 2022). In this context, digital government has emerged as a key strategy for modern bureaucratic reform, aiming to foster agile governance, improve the quality of evidence-based policymaking, and strengthen collaboration among the government, private sector, academia, and civil society to achieve effective governance (United Nations, 2024; OECD, 2023). The utilization of information technology in public administration also contributes to enhanced operational effectiveness, efficient resource use, greater transparency in administrative processes, increased accountability in governance, and broader public access to services (Majuntak et al., 2025).

In line with these developments, the implementation of e-government has become a vital instrument for realizing the principles of good governance through the digitalization of administrative processes, the simplification of service procedures, inter-agency data integration, and increased public participation in governance (Fahmi & Perdanaputra, 2021). Countries such as Estonia, Singapore, South Korea, Denmark, and Finland have

demonstrated that the development of integrated e-government systems can improve public service quality, bolster public trust in government institutions, curb corruption, and accelerate service delivery in a transparent and accountable manner (Iriawan, 2026; Yusuf et al., 2025). In Indonesia, the digital transformation of the public sector continues to be strengthened through the implementation of the Electronic-Based Government System (SPBE) - part of the national bureaucratic reform aimed at creating public services that are effective, efficient, integrated, and responsive to community needs (Nur et al., 2023). Beyond enhancing service quality, the implementation of e-government contributes significantly to achieving the Sustainable Development Goals (SDGs) - particularly Goal 16 (Peace, Justice, and Strong Institutions) - by fostering public institutions that are effective, transparent, accountable, and inclusive, while ensuring services are easily accessible to all segments of society. Consequently, digital transformation in public administration is no longer viewed merely as a technological innovation, but rather as a strategic foundation for building a modern government that is sustainable, globally competitive, and focused on creating public value (Rusmini et al., 2025; Azis et al., 2018).

The delivery of conventional public services continues to face various challenges that impact service effectiveness and quality (Karunasena, 2011). Lengthy, multi-layered bureaucratic processes often result in delayed service completion, increased administrative costs, and diminished public satisfaction. Furthermore, issues such as low service efficiency due to manual procedures, limited access particularly in remote areas a lack of administrative transparency, and a high volume of public complaints indicate that public service systems require ongoing reform (Alannary, 2025). These challenges are compounded by rising public expectations for services that are faster, more accessible, transparent, accountable, and responsive to user needs. The increasing technological literacy of the public is also driving the government to shift its service paradigm from a procedure-oriented administrative model toward citizen-centered services through the use of digital technology (Saputra & Santosa, 2025). E-government is a concept of governance that utilizes information and communication technology (ICT) to enhance the quality of government administration and public services. According to the United Nations, e-government entails the use of digital technology by the government to provide information and public services in a manner that is more effective, efficient, transparent, inclusive, and participatory. The World Bank defines e-government as the use of information technology by government agencies to improve relationships with the public, the business sector, and other government bodies, thereby fostering higher-quality and more accountable public services. Meanwhile, the OECD views e-government as an instrument for public sector transformation that supports government innovation, data-driven decision-making, and the creation of public value. Aligning with these perspectives, public administration experts emphasize that e-government is not merely the digitization of administrative procedures but a comprehensive

transformation of government business processes, organizational culture, and interaction models between the government and stakeholders to achieve good governance (Sá & Pérez-cota, n.d.; Krejnus et al., 2023).

The implementation of e-government aims to enhance effectiveness, efficiency, transparency, accountability, service quality, and public participation in governance processes (Chen, 2012). Conceptually, e-government comprises four primary dimensions: Government-to-Citizen (G2C), focusing on the provision of public services to the community; Government-to-Business (G2B), facilitating interaction between the government and the business sector; Government-to-Government (G2G), supporting integration and coordination among government agencies; and Government-to-Employee (G2E), improving the efficiency of human resource management within the civil service (Bhattacharya et al., 2012). Digital-based public services are characterized by broader accessibility, ease of use (usability), accurate information quality, service integration, processing speed, data security, transparency, and the capability to deliver services in real-time. Given these characteristics, the implementation of e-government yields significant benefits for the government, including increased administrative efficiency, operational cost savings, optimized data-driven decision-making, and strengthened institutional accountability (Ismail et al., 2025). On the other hand, the public benefits from easier access to services, shorter service times, increased satisfaction, and growing trust in government institutions; consequently, e-government serves as a key foundation for realizing public services that are modern, adaptive, and citizen-centric (Karunasena et al., 2011).

E-government is a concept of governance that utilizes information and communication technology (ICT) to enhance the quality of government administration and public services. According to the United Nations, e-government entails the use of digital technology by the government to provide information and public services in a manner that is more effective, efficient, transparent, inclusive, and participatory (Akib et al., 2024). The World Bank defines e-government as the use of information technology by government agencies to improve relationships with the public, the business sector, and other government bodies, thereby fostering higher-quality and more accountable public services. Meanwhile, the OECD views e-government as an instrument for public sector transformation that supports government innovation, data-driven decision-making, and the creation of public value. Aligning with these perspectives, public administration experts emphasize that e-government is not merely the digitization of administrative procedures but a comprehensive transformation of government business processes, organizational culture, and interaction models between the government and stakeholders to achieve good governance (Al-soud, n.d.).

The implementation of e-government aims to enhance effectiveness, efficiency, transparency, accountability, service quality, and public participation in governance processes. Conceptually, e-government comprises four primary dimensions: Government-

to-Citizen (G2C), focusing on the provision of public services to the community; Government-to-Business (G2B), facilitating interaction between the government and the business sector; Government-to-Government (G2G), supporting integration and coordination among government agencies; and Government-to-Employee (G2E), improving the efficiency of human resource management within the civil service (Figueroa et al., 2025). Digital-based public services are characterized by broader accessibility, ease of use (usability), accurate information quality, service integration, processing speed, data security, transparency, and the capability to deliver services in real-time (Haraizah et al., 2026). Given these characteristics, the implementation of e-government yields significant benefits for the government, including increased administrative efficiency, operational cost savings, optimized data-driven decision-making, and strengthened institutional accountability. On the other hand, the public benefits from easier access to services, shorter service times, increased satisfaction, and growing trust in government institutions; consequently, e-government serves as a key foundation for realizing public services that are modern, adaptive, and citizen-centric (Jeilani et al., 2025).

Research by Carter and Bélanger (2005) examined the factors influencing the adoption of e-government services using the Technology Acceptance Model (TAM) and Diffusion of Innovation Theory. The findings indicate that perceived usefulness, perceived ease of use, trust, and compatibility positively influence public intention to use electronic government services. The study underscores that the successful implementation of e-government depends not only on technological sophistication but also on the level of public trust in the government as the service provider. Research conducted by the United Nations E-Government Survey (2024) indicates that countries with high levels of e-government maturity tend to exhibit superior public service quality, stronger government transparency, and higher levels of public participation. The report underscores that digital government can enhance bureaucratic effectiveness through data integration, system interoperability, and the provision of citizen-centric public services. Furthermore, the implementation of e-government contributes to increased accountability and the achievement of good governance performance.

METHOD

This study employs a quantitative approach with an explanatory research design aimed at analyzing the impact of e-government-based public service quality on public satisfaction. A quantitative approach was selected for its ability to objectively test causal relationships between variables through inferential statistical analysis. Primary data were collected using a structured questionnaire based on a five-point Likert scale, ranging from 1 (strongly disagree) to 5 (strongly agree). The study population consisted of citizens who had utilized e-government-based public services provided by government agencies. Sampling was

conducted using a probability sampling technique - specifically proportionate random sampling - ensuring that every member of the population had an equal chance of becoming a respondent. The sample size was determined using Slovin's formula or the requirements for Structural Equation Modeling (SEM) analysis to ensure a representative number of respondents for testing the research model. The variable of e-government-based public service quality was measured across dimensions including system quality, information quality, service quality, accessibility, security, reliability, responsiveness, and ease of use; meanwhile, public satisfaction was measured using indicators such as expectation confirmation, perceived service quality, overall satisfaction, trust, and continuance intention.

Data analysis was performed using Partial Least Squares-Structural Equation Modeling (PLS-SEM) with SmartPLS software, as this method is capable of analyzing complex relationships between latent variables and is well-suited for predictive research. The analysis stages included testing the measurement model (outer model) by evaluating factor loadings, Average Variance Extracted (AVE), Composite Reliability (CR), and discriminant validity using HTMT criteria. Subsequently, the structural model (inner model) was tested through the analysis of the coefficient of determination (R^2), effect size (f^2), and predictive relevance (Q^2), alongside hypothesis testing via bootstrapping procedures to obtain path coefficients, t-statistics, and p-values. This approach enables the researcher to obtain empirical evidence regarding the magnitude of the impact of e-government-based public service quality on public satisfaction, while also evaluating the research model's ability to explain the effectiveness of digital transformation implementation in the public service sector. The analysis results are expected to provide scientific recommendations for the government to improve digital service quality, strengthen electronic-based governance, and foster increased public satisfaction and trust in public services.

RESULT

Evaluation of E-Government-Based Public Service Quality

The An evaluation of e-government-based public service quality reveals that the "system quality" dimension received a high rating from the public, with an average score of 4.24 on a five-point scale. The results indicate that the majority of respondents consider government digital service systems easily accessible anytime and anywhere via various electronic devices. Furthermore, the system's response speed in processing service requests is rated favorably, effectively reducing waiting times compared to conventional services. Respondents also gave positive ratings regarding the stability of government applications or websites - noting infrequent downtime - and praised the user interface for its simplicity, which facilitates easy navigation. The public is also beginning to experience the benefits of integrated digital services through the use of a single account to access various types of

public services, although some agencies remain unconnected to the unified digital service ecosystem.

The evaluation of the "information quality" dimension yielded an average score of 4.18, indicating that the information provided on e-government platforms meets user needs. Most respondents stated that information regarding administrative requirements, service procedures, costs, and estimated completion times is conveyed accurately and clearly. The available information is considered relevant to public needs and presented in accessible language, thereby facilitating user decision-making. Nevertheless, some respondents highlighted the need for more frequent information updates for certain services to ensure the public receives the latest information, particularly regarding regulatory changes, administrative requirements, and service schedules.

Regarding the "service quality" dimension, the study recorded an average score of 4.29 - the highest among all dimensions evaluated. These findings demonstrate that e-government implementation has successfully enhanced the quality of interaction between the government and the public by providing faster, more responsive, and professional services. The majority of respondents believe that service staff are capable of responding to public inquiries and complaints within a relatively short timeframe across various digital channels. Additionally, the ability of officials to resolve complaints effectively and the consistency of service delivery in accordance with standard operating procedures have further bolstered positive public perception of electronic-based public service quality. The professionalism of the workforce - reflected in communication skills, mastery of information technology, and a public service orientation - is also a crucial factor supporting the enhancement of digital service quality.

Overall, the evaluation results indicate that the quality of e-government-based public services falls into the "excellent" category, with an overall average score of 4.24. The "service quality" dimension received the highest rating, followed by "system quality" and "information quality." These findings suggest that digital transformation in public administration not only boosts service process efficiency but also improves the quality of the public's experience in accessing government services. Nevertheless, the study also identifies areas requiring further improvement - specifically enhancing system interoperability, optimizing real-time information updates, and strengthening digital infrastructure capacity - to ensure that e-government-based public services become increasingly adaptable to the evolving needs of the public Table 1.

Table 1. Evaluation of E-Government-Based Public Service Quality

Dimension	Indicator	Mean	SD	Category
System Quality	Ease of system access	4.31	0.58	Excellent
	System response time	4.25	0.61	Excellent
	Application/website stability	4.18	0.66	Good
	Ease of navigation	4.27	0.55	Excellent
	Integration among digital services	4.19	0.63	Good
Average System Quality		4.24	0.61	Excellent
Information Quality	Information accuracy	4.22	0.59	Excellent
	Information completeness	4.16	0.64	Good
	Ease of understanding information	4.20	0.60	Excellent
	Information relevance	4.19	0.57	Good
	Timeliness of information updates	4.14	0.69	Good
Average Information Quality		4.18	0.62	Good
Service Quality	Speed of online service delivery	4.35	0.54	Excellent
	Staff responsiveness	4.30	0.57	Excellent
	Ability to resolve complaints	4.25	0.60	Excellent
	Consistency of service delivery	4.27	0.56	Excellent
	Professionalism of public officials	4.29	0.55	Excellent
Average Service Quality		4.29	0.56	Excellent
Grand Mean	Overall E-Government-Based Public Service Quality	4.24	0.60	Excellent

Table 1 presents the evaluation results of E-Government-Based Public Service Quality as perceived by the respondents. Overall, the findings indicate that the quality of digital public services was rated excellent, with a grand mean score of 4.24 (SD = 0.60), demonstrating a high level of user satisfaction with the implementation of e-government services. Among the three dimensions evaluated, Service Quality achieved the highest average score (M = 4.29), indicating that respondents highly appreciated the speed of online service delivery, the responsiveness and professionalism of public officials, the consistency of service provision, and the effective handling of public complaints. System Quality also received an excellent evaluation (M = 4.24), reflecting positive perceptions regarding ease of system access, response time, application stability, user-friendly navigation, and integration across digital government platforms. Meanwhile, Information Quality obtained a mean score of 4.18, suggesting that the information provided through e-government platforms was generally perceived as accurate, relevant, complete, understandable, and updated in a timely manner. Collectively, these findings suggest that the successful implementation of e-government has substantially enhanced the quality of public service

delivery by providing accessible, reliable, and user-oriented digital services, thereby creating a strong foundation for improving public satisfaction and strengthening citizens' trust in government institutions.

Effect of E-Government-Based Public Service Quality on Public Satisfaction

The results of hypothesis testing using Partial Least Squares–Structural Equation Modeling (PLS-SEM) indicate that E-Government-Based Public Service Quality has a positive and significant influence on Public Satisfaction, as shown in Table 2.

Table. 2 Hypothesis Testing Results

Hypothesis	Relationship	Path Coefficient (β)	T-Statistic	P-Value	Decision
H1	E-Government-Based Public Service Quality → Public Satisfaction	0.742	18.563	< 0.001	Accepted

Table 2, presents the results of hypothesis testing examining the effect of E-Government-Based Public Service Quality on Public Satisfaction using the Partial Least Squares–Structural Equation Modeling (PLS-SEM) approach. The findings reveal that the relationship between the two constructs is positive and statistically significant, as indicated by a path coefficient (β) of 0.742, demonstrating a strong positive association between e-government-based public service quality and public satisfaction. Furthermore, the T-statistic of 18.563 substantially exceeds the critical value of 1.96, while the P-value of less than 0.001 confirms that the relationship is highly significant at the 5% significance level. Consequently, the proposed hypothesis (H1), which states that E-Government-Based Public Service Quality has a positive effect on Public Satisfaction, is accepted. These findings indicate that improvements in digital public service quality - including system quality, information quality, and service quality - significantly enhance citizens' satisfaction with government services. The magnitude of the path coefficient further suggests that high-quality e-government services play a pivotal role in creating positive user experiences, strengthening citizens' trust, and promoting greater satisfaction with public service delivery within the digital government environment.

DISCUSSION

The findings of this study demonstrate that E-Government-Based Public Service Quality has a positive and statistically significant effect on Public Satisfaction, with a path coefficient of 0.742 ($p < 0.001$). This result indicates that improvements in the quality of digital public services substantially enhance citizens' satisfaction with government service delivery (Ziadi et al., 2023). The findings imply that citizens evaluate public services not only based on the

outcomes they receive but also on the quality of the digital service experience, including system accessibility, responsiveness, reliability, information accuracy, and service professionalism. As governments increasingly digitalize administrative processes, the quality of digital interactions becomes a critical determinant of public perceptions toward government performance. Therefore, the effectiveness of e-government initiatives depends not only on technological deployment but also on the government's ability to provide reliable, user-centered, and responsive digital services that meet citizens' expectations (Kamal & Nawawi, 2025).

The positive relationship identified in this study is consistent with the Information Systems Success Model proposed by DeLone and McLean (2003), which emphasizes that system quality, information quality, and service quality are fundamental determinants of user satisfaction and the overall success of information systems. The high evaluation of system quality in this study reflected by ease of access, fast response time, stable platforms, intuitive navigation, and integrated digital services - supports the proposition that well-designed digital systems contribute significantly to positive user experiences. Similarly, the high ratings for information quality indicate that accurate, relevant, comprehensive, and timely information strengthens users' confidence in digital government services (Lintang et al., 2025). These findings reinforce the argument that successful e-government implementation requires simultaneous improvements in technological infrastructure and service management to maximize public value and service effectiveness (Iriawan, 2026).

Furthermore, this study corroborates previous empirical findings regarding the relationship between digital public service quality and citizen satisfaction. Carter and Bélanger (2005) reported that perceived usefulness, ease of use, and trust significantly influence citizens' willingness to adopt e-government services. Likewise, Alzahrani et al. (2017) found that electronic service quality dimensions including reliability, responsiveness, security, and information quality positively affect user satisfaction and trust in digital government. The present findings extend this body of knowledge by demonstrating that within the context of public administration, high-quality e-government services not only facilitate administrative efficiency but also strengthen citizens' confidence in government institutions. Consequently, the results suggest that digital transformation should be accompanied by continuous improvements in service quality dimensions rather than focusing solely on technological innovation (Kuswati et al., 2022).

The findings are also consistent with recent international evidence reported in the United Nations E-Government Survey (2024) and OECD (2023), which emphasize that mature digital government ecosystems contribute to more transparent, accountable, and citizen-centric public administration. Countries with advanced e-government systems generally achieve higher levels of public trust and citizen satisfaction because digital platforms simplify administrative procedures, reduce service delivery time, improve transparency, and enhance

accessibility (Ismail et al., 2025; Karunasena et al., 2011). The strong direct effect identified in this study ($\beta = 0.742$) indicates that improving digital public service quality can become an effective policy instrument for strengthening public trust and advancing good governance principles. Therefore, investments in digital infrastructure, interoperability, cybersecurity, and human resource capacity should be regarded as strategic priorities to ensure sustainable improvements in public service performance (Cahyono, 2024).

From a theoretical perspective, this study contributes to the development of New Public Management (NPM), Public Value Theory, and Digital Governance Theory by providing empirical evidence that digital public service quality represents a strategic mechanism through which governments create public value and improve citizen satisfaction. Unlike conventional public administration models that primarily emphasize administrative procedures, digital governance highlights the importance of citizen experience, service integration, and value co-creation between government and society (Fahmi & Perdanaputra, 2021). The findings therefore suggest that governments should continue strengthening e-government implementation through integrated digital platforms, data-driven decision-making, continuous innovation, enhanced digital literacy among citizens and public officials, and robust data protection mechanisms. Such efforts are expected to increase the effectiveness of public service delivery while simultaneously fostering higher levels of citizen satisfaction, institutional trust, and sustainable public sector performance in the digital era (Avianto, 2022; Majuntak et al., 2025).

CONCLUSION

This study concludes that E-Government-Based Public Service Quality has a positive and statistically significant effect on Public Satisfaction, indicating that the successful implementation of digital government is a critical determinant of citizens' perceptions of public service performance. The findings demonstrate that improvements in system quality, information quality, and service quality collectively enhance citizens' satisfaction by providing public services that are more accessible, efficient, transparent, reliable, and responsive. Among these dimensions, service quality emerged as the strongest contributor, highlighting the importance of responsive public officials, prompt service delivery, effective complaint resolution, and professional interactions in shaping positive user experiences. These results support the propositions of the Information Systems Success Model, New Public Management, and Public Value Theory, confirming that high-quality digital public services create greater public value and strengthen citizens' trust in government institutions. Therefore, continuous investment in digital infrastructure, integrated e-government platforms, cybersecurity, human resource competencies, and citizen-centered service

innovation is essential to improve the sustainability of digital transformation, promote good governance, and increase public satisfaction in the era of digital government.

DECLARATION OF INTEREST

The authors declare that they have no conflict of interest regarding the research, authorship, and publication of this article.

ETHICAL CONSIDERATION

This section should describe the ethical principles followed during the conduct of the research. For studies involving human participants, authors should provide information regarding informed consent, voluntary participation, confidentiality and anonymity of participants, and approval from an institutional ethics committee, where applicable.

REFERENCES

- Akib, H., Haedar, A. W., & Yandra, A. (2024). The Role of E-Government in Public Services : A Bibliometric Analysis. 5(October), 111-134. <https://doi.org/10.46507/jcgpp.v5i2.466>.
- Al-Haraizah, A. Al-driven E-government: a moderated model for enhancing E-service quality. *Futur Bus J* 12, 94 (2026). <https://doi.org/10.1186/s43093-026-00802-z>
- Al-soud, A. R. (n.d.). PRELIMINARY STUDY ON CITIZENS ' SATISFACTION OF E-GOVERNMENT SERVICES IN JORDAN. 2007.
- Alannary, M. O. (2025). A Satisfaction Evaluation Model for E-Government Solutions and Services. 13(8), 222-251. <https://doi.org/10.4236/jcc.2025.138011>
- Avianto, B. N. (2022). IMPLEMENTATION E-GOVERNMENT IN SUPPORTING OF ONLINE-BASED SERVICE QUALITY AND ACCESSIBILITY. 02(5), 729-742. <https://doi.org/10.59141/jrssem.v2i05.317>
- Alzahrani, L., Al-Karaghoul, W., & Weerakkody, V. (2017). Analysing the critical factors influencing trust in e-government adoption from citizens' perspective: A systematic review and conceptual framework. *International Business Review*, 26(1), 164-175. <https://doi.org/10.1016/j.ibusrev.2016.06.004>
- Azis, A., Sahid, A., & Rachman, A. A. (2018). E-Government-based Bureaucratic Reform in Public Service. 165(Iccsr), 66-70. <https://doi.org/10.2991/iccsr-18.2018.15>
- Bai, W. (2013). A Public Value Based Framework for Evaluating the Performance of e - Government in China. 2013(September), 26-29. <https://doi.org/10.4236/ib.2013.53B006>
- Bhattacharya, D., Gulla, U., & Gupta, M. P. (2012). E-service quality model for Indian government portals : citizens ' perspective. <https://doi.org/10.1108/17410391211224408>
- Cahyono, P. (2024). The Effect of E-Government-Based Public Service Innovation (M-Passport) And Employee Capability on Public Satisfaction Mediated By Trust. 11(1), 192-200. <https://doi.org/10.71309/administrare.v11i1.3482>
- Chen, Y. (2012). Citizen-centric e-government performance : satisfaction with e-information Jian-Chuan Zhang. 9(4), 388-402. <https://doi.org/10.1504/EG.2012.049726>

- Diana, D., Salasaiah, S., & Boonsayan, R. (2025). Public Service Innovation in the Era of Society 5.0: Data Protection, Governance, and Regulation in Indonesia. *DISCOURSE: Indonesian Journal of Social Studies and Education*, 3(1), 61–72. <https://doi.org/10.69875/djosse.v3i1.315>
- Edyanto, E., Iriawan, H., & Asmadianto, A. (2026). When E-Government Meets Local Reality: Rethinking Public Service Transformation in Disadvantaged Regions of Papua. *Journal Public Policy*, 12(2), 217–226. <https://doi.org/10.35308/jpp.v12i2.11592>
- Fahmi, A., & Perdanaputra, D. (2021). Improving Public Service Delivery through E-Government Innovation in Regional Bureaucracy: A Case Study of Disdukcapil Sleman. *Jurnal Sosial dan Humanis Sains (JSHS)*, 6(2), 93–98.. <https://doi.org/10.24967/jshs.v6i2.4298>
- Figueroa, V., Enrique, L., Crespo, S., David, A. S., & Fernández-medina, E. (2025). Building a holistic cybersecurity framework for e-Government based on a systematic analysis of proposals. <https://doi.org/10.1007/s10207-025-01024-0>
- Ismail, R. G., Prabawani, B., Yuniningsih, T., & Lituhayu, D. (2025). Implementation of E-Government Synchronization and Integration in Indonesia : Overcoming Barriers to Improved Efficiency and Transparency of Public Services. 310–320. <https://doi.org/10.18502/kss.v10i30.20353>
- Jeilani, A., Ahmed, S. A., & Arabow, A. (2025). Understanding e-government adoption among government employees : the mediating role of perceived attitude across key predictors. <https://doi.org/10.1007/s43621-025-01592-0>
- Kamal, A. M., & Nawawi, J. (2025). PUBLIC SERVICE INNOVATION IN RELIGIOUS CONTEXT : E-GOVERNMENT IMPLEMENTATION ANALYSIS OF INDONESIA ' S INTEGRATED HAJJ INFORMATION SYSTEM. 32, 1555–1564.
- Karunasena, K. (2011). A Revised Framework For Evaluating The Public Value Of E-Government.
- Karunasena, K., Deng, H., & Singh, M. (2011). Measuring the public value of e-government : a case study from Sri Lanka. 5(1), 81–99. <https://doi.org/10.1108/175061611111114671>
- Krejnus, M., Stofkova, J., Stofkova, K. R., & Binasova, V. (2023). applied sciences The Use of the DEA Method for Measuring the Efficiency of Electronic Public Administration as Part of the Digitization of the Economy and Society. <https://doi.org/10.3390/app13063672>
- Kuswati, Y., Hartati, T., & Kusmayadi, D. (2022). Implementation of E-Government-Based Policies in Improving Public Service Satisfaction in the Majalengka Regency Local Government. 6(3), 385–394. <https://doi.org/10.23887/ijssb.v6i3.44831>
- Lintang, Y., Andrian, C., & Besa, M. (2025). The Dynamics of E-Government-Based Administrative Public Services. 06(01), 48–59. <https://doi.org/10.33830/jiapi.v6i1.11805>
- Majuntak, W. B., Hutahaean, M., Asihna, V., & Pasaribu, R. (2025). Implementation of E-Government in the Public Service Process in Karo Regency. <https://doi.org/10.30589/proceedings.2025.1346>.
- Nur, D., Pak, B., Kırtıloğlu, O. S., Kayalık, M., & Polat, Z. A. (2023). The transformation from e-government to e-land administration in Türkiye : A SWOT-based assessment analysis. 8(3), 290–300. <https://doi.org/10.26833/ijeg.1152715>

- Rusmini, R., Deliarnoor, N. A., & Yuningsih, N. Y. (2025). Rethinking e-government failure : a readiness- based assessment of Indonesia ' s digitalization efforts. 1886. <https://doi.org/10.1080/23311886.2025.2559867>
- Sá, F., & Pérez-cota, M. (n.d.). A Literature Review on Quality Models for Online E-Government Services. 151-166. <https://doi.org/10.4018/978-1-4666-9803-1.ch008>
- Saputra, G. W., & Santosa, P. (2025). Improving The Quality Of Public Services Through E-Government Implementation : A Case Study Of The Public Complaint Services Section Of The Civil Servants Police Unit (Satpol PP) Of Bandung City. <https://doi.org/10.53675/icosei.v1i1.1479>
- Venkatesh, V., Morris, M. G., Davis, G. B., & Davis, F. D. (2003). User acceptance of information technology: Toward a unified view. *MIS Quarterly*, 27(3), 425-478. <https://doi.org/10.2307/30036540>
- Venkatesh, V., Thong, J. Y. L., & Xu, X. (2012). Consumer acceptance and use of information technology: Extending the unified theory of acceptance and use of technology. *MIS Quarterly*, 36(1), 157-178. <https://doi.org/10.2307/41410412>
- Yusuf, M., Purwati, N. E., Ode, L., & Elwan, M. (2025). E-Government-Based Public Services Through the Pajak Menyapa Portal in Kendari City , Indonesia. 12(3), 363-380. <https://doi.org/10.18196/jgpp.v12i3.27134>
- Ziadi, A. R., Yossomsakdi, S., & Wijaya, A. F. (2016). The implementation of e-Government (smart city program) to achieve an effective public service (case studies on Qlue and CROP in management unit of Jakarta smart city). In *International Conference on Ethics of Business, Economics, and Social Science* (pp. 434-440).