

E-GOVERNMENT IN INNOVATION AND PUBLIC COMMUNICATION

Ambia B Boestam^{1*}, Swastiningsih², Cyntia Dewi Anggraini³, Azizah Des Derivanti⁴

^{1,2,3,4} Universitas Nasional

^{1*} ambiaboestam@civitas.unas.ac.id, Swastiningsih@civitas.unas.ac.id, cyntia.dewi@civitas.unas.ac.id, azizahdes@civitas.unas.ac.id

* corresponding author

ARTICLE INFO

Article history

Received

Revised

Accepted

Keywords

public communication, innovation, e-government, digital transformation

ABSTRACT

Public communication has undergone major transformation since the early stages of digitalization of services as part of innovation. One of the main digital transformations in public communication, especially in government systems, is e-government. This study aims to discuss what e-government really is, what research is related to e-government, and what the practice of e-government applications is. This research is a library study research by taking documentation data about innovation and public communication from various sources. The data presented is in the form of the latest studies regarding innovation, especially in public communication. The data collected in this research will then be analyzed using narrative analysis. Narrative analysis refers to a set of methods for interpreting texts that take the form of exposition. The conclusions in this study show that globally, the implementation of e-government throughout the world still has many challenges, especially in Indonesia. Therefore, many improvements still need to be made and this also requires further study about what and how to improve innovation in e-government.

This is an open-access article under the [CC-BY-SA](https://creativecommons.org/licenses/by-sa/4.0/) license.



1. Introduction

We currently live in an era marked by the influence of information and communication technologies and their innovations on all sectors of social life, leading to significant changes in the management of public services, with the aim of providing satisfactory answers to the concerns of citizens who increasingly use digital devices and services in real time. Today, digital transformation impacts almost all sectors and activities. This poses challenges both in terms of innovation and competitiveness for organizations, regardless of their nature. In both the public and private sectors, all organizations are experiencing the digital shift, even if the latter does not impose itself on them. Public services are no exception to the changes brought about by digital technology. The latter should be seen as an opportunity to strengthen the efficiency of public administration and services through a dual dynamic of innovation. First, process innovation, which, by adopting new work and production methods, works towards better productivity, streamlining operations, better skills management, and improving quality. Then, there is product innovation, which enables the creation of new services. The entire field of public services can be examined here, from a platform perspective. For some, digital transformation is the impact it has on companies and organizations and the fact that people and objects are permanently connected, in all places and for all uses. In this regard, digital transformation will be in line with the maximum use of new technologies. Public communications is also not immune to this digital influence. Having become a vital element of

government, its purpose is to serve the public interest, citizens, and democracy, by providing citizens with the information they need to utilize public services and participate in democratic life. Furthermore, public communications reports on implemented public policies by explaining their meaning and consequences for public life.

While the question of professionalization remains, it's worth noting that advances in information and communication technology have added another dimension to government communication practices. The internet and its tools have put citizens' concerns at the forefront, as they can now access information through digital platforms. Despite calls for governments to intensify communication efforts to publicize their actions, it's worth noting that the use of digital tools is not systematic across all governments.

2. Method

This research is a literature review, collecting documentary data on innovation and public communication from various sources. The data presented consists of recent studies on innovation, particularly in public communication. The data collected in this study will then be analyzed using narrative analysis. As stated by Riessman (2008), narrative analysis refers to a set of methods for interpreting texts in the form of exposition.

3. Results and Discussion

Concept-Concept Theoretical

1. Public Communication

Public communication is defined as formal communication that tends to exchange and share information about public interests, as well as to maintain social relations and which is the responsibility of public institutions or organizations with a mission of collective interest.¹ On the one hand, in an intersubjective sense, it is the symbolic circulation and exchange through which private or public institutions, by expressing their identity and personality, try to avoid their different audiences. On the other hand, in a mediated sense, it is the one that stages them in public spaces for the purpose of uniting or winning the support of a single subject of sociality.²

Public communication is enabled by institutional actors and encompasses a very broad field of application, encompassing both internal and external communication. Internal communication, based on the flow of information, is carried out within each department and between departments. Communication is dual in nature: on the one hand, it is aimed at citizens and shares information about public utilities by making the public aware of important social issues and by making them aware of their rights; on the other hand, it is aimed at the media to inform them how the administration works and what results it can achieve. The goal here is to prepare a process for promoting the external image of the institution in question. Public communication is part of the public service's information mission and respects applicable ethical and legal rules. Public communication must be carried out without propaganda or falsification of facts and with due regard for the necessary transparency of the information available to both decision-makers and users. Public communication refers to a series of public speeches delivered by government officials, generally delivered through media exposure and addressed to citizens. According to Griffon, public communication is a communication exercise specific to the public sphere, institutions, administrations, and public bodies. He asserts that public communication, like any other object of study, must be defined and, above all, discussed permanently, because a single definition will not be enough to identify a postulate that will enlighten a set of reflections on the subject. Indeed, public

¹Zemor, P. (1995). La communication publique. LDF.

²Kemayou, L. R. (2005). Pour la communication des organisations au Cameroun. Annales de la Faculté des Lettres et Sciences Humaines

communication as an institutional activity can involve several interrelated disciplines: history, sociology, political science, law, etc.³

Public communication aims to achieve transparency, accountability, and government responsibility for programs and policies that are directly related to the public interest.⁴ Therefore, public communication becomes an instrument of public action that is tested through interactions between those in power and citizens.

Public communication is a complex and interactive process, initiated by these structures, which seeks to create a collective positive representation of the institution, its territory, and its actors in order to encourage the exchange and sharing of information of public interest and to ensure the maintenance of social bonds in a given territory. Public communication has three main missions, namely (1) informing the public and explaining the actions taken; (2) encouraging and improving institutional action; and (3) facilitating the debate of ideas.⁵ To achieve this, communicators must be able to reach others, convey information to them, engage in dialogue with citizens with differing opinions, and mobilize support by explaining the action. Therefore, communication is a mediating tool between the various stakeholders that make up the territory, which presupposes the capacity to produce and organize speech and the willingness to listen to actors to enable the collective appropriation of change. It should also be noted that the public domain and public space are areas where public communication is carried out.

2. Innovation

In general, innovation is defined as the creation of new technology. However, the creation of new technology is only one example of innovation. Innovation is seen as something that has been put into practice. In this sense, innovation is seen as new ideas that work, and not simply as the result of imagination, fantasy, or idle delusion.⁶

Innovation represents novelty because it refers to something new for a particular individual, organization, society, or situation. Innovation itself involves the development and implementation of something new.⁷ Innovation means change or discontinuity, both in terms of translating ideas into practical reality and in terms of their impact on the organization. It's important to distinguish between organizational development and innovation.⁸

This basic understanding is crucial, as the new circumstances brought about by a change must be considered an improvement. And, although the observers referred to in the quote above may be outsiders, it is crucial for those observing the change (innovation) to consider it an improvement that they initiated and that influenced them. Therefore, innovation must be understood as being consciously and intentionally introduced with the goal of improvement in a particular context, regardless of whether the innovation in question has been tried in other contexts.⁹ This specification is important because it allows us to seriously consider the differing perceptions of actors in a given context, such as why they consciously and deliberately introduce something with the aim of improvement—whether or not it is also new in other contexts. What is perceived as new and as an improvement is not the result of a gradual policy process, but has been deliberately implemented by the actors affected by the improvements they intend.

Innovation—in whatever form it takes—is therefore not simply a matter of change, or something new, but rather an improvement by those who initiate it and are affected by it.

³Griffon, M. (2012). La communication publique comme politique publique. Science Politique.

⁴Muktiyo, Widodo et al. (2023). Public Communication: Strategic Issues. Depok: Gunadarma Publisher

⁵Subandriyo, B. (2005). Public Communication Theory. 3–5.

⁶Ameka, Indriany. (2013). Innovation Management. Bandung: Andi Publisher. Journal of Hannisa Rahmaniari Hasnin, FISIP UI, 2011

⁷Suwarno, Y. (2008). Innovation in the Public Sector. Jakarta: STIA-LAN Press.

⁸Prabowo, Hadi et al. (2022). Service Innovation in Public Organizations. Bandung: PT. Remaja Rosdakarya

⁹Diharto, Awan Kostrad. (2022). Innovation and Creativity Management. Yogyakarta: Gerbang Media Aksara Publisher

However, such a perception is impossible without a communicative exchange about the good reasons why something new is needed, and also why it constitutes an improvement. Understanding something as innovation is thus tied to communicative interactions, and such interactions do not occur simply between individuals anywhere, but between actors who must interact within a specific context. Such contexts may be functionally defined (for example, a specific technological field, or a policy area that is not necessarily spatially distinct). However, much of the debate about innovation mentioned above is about spatial contexts.

Results Research

The most obvious innovation currently underway and implemented in public communications, particularly in government agencies, is electronic government, often shortened to e-government. E-Government is a term that reflects the use of information and communication technology (ICT) in public administration to transform the structure and processes of government organizations. Furthermore, this concept seeks to offer citizens, businesses, and government agencies easy access to government information and services, with significant potential for enhancing and advancing interactions between them. It also aims to improve the quality of services and provide greater opportunities for participation in democratic institutions and processes.¹⁰The full potential of e-Government can only be realized if it is harnessed within the existing social and political context of government. According to the UN, three prerequisites influence the potential of e-Government: a minimum threshold level of technological infrastructure, human capital, and universal electronic connectivity.¹¹Jaeger claims that mature and effective e-government has the capacity to create new methods and ways of participating in government, acting as a seamless cable, electronically connecting citizens, businesses, and all levels of government in a country. E-government is still in its formative stages, and the ideal e-government vision is just that.¹²As egov continues to develop, the full measure of its success awaits assessment.¹³

It has been emphasized that an important goal of e-Government is the faster and cheaper delivery of services and information to citizens, business partners, employees, other institutions and government agencies.¹⁴Easy and equitable access to public information and services has always been a goal of open and democratic government. However, e-Government is a much more substantial transformation than the delivery of eServices. E-Government defines an area, a public sector, as well as the institutions, people, and processes that operate within this area. Clearly, it is not just about services or technology; it is about reinventing the way government interacts with citizens, government agencies, businesses, employees, and other stakeholders. It is about improving democratic processes and also about using new ideas to make life easier for citizens by, for example, transforming government processes, enabling economic development, and renewing the role of government, itself, in society. E-Government is usually presented as the use of IT to: (1) provide citizens and businesses with easy access to government information and services; (2) improve the quality of services, by increasing the speed, comprehensiveness, and efficiency of processes; and (3) give citizens the opportunity to participate in various types of democratic processes. The implementation of e-Government involves not only a profound transformation in the way government interacts with the governed but also a reinvention of its

¹⁰Cahyadi, A. (2003). E-Government: A Review of Concepts and Issues. *Journal The WinnERS*, 4(1), 1-12.

¹¹UN. (2003). UN World Public Sector Report 2003: E-Government at the Crossroads, October 2003.

¹²Habibullah, A. (2010). Study of the Utilization and Development of E-Government. *JMKB*, 23(3), 187-195.

¹³Hardjaloka, L. (2014). Study of E-Government Implementation in Indonesia and Other Countries as a Solution to Eradicating Corruption in the Public Sector. *Jurnal Rechtsvinding*, 3(3), 435-452.

¹⁴Hartana, M. (2015). The Effectiveness of E-Government Implementation in Preventing Corruption in Regional Government Environments. *LEGAL STAGE*, 1(2), 60-87.

internal processes and organization. E-Government involves the use of internal and external IT, for internal administration as well as for external services.¹⁵

E-Government is still a field of knowledge that is still in its infancy and, as a result, difficult to define precisely. Furthermore, e-Government encompasses such a broad spectrum that it is difficult to find a single phrase that specifically describes what e-Government actually is. However, the term is generally used to describe the legacy of all types of information and communication technology applications in the public sector and represents the use of the Internet to provide information and services by governments.¹⁶ Despite the lack of and difficulty in agreeing on a generally accepted definition of the concept, there have been attempts to create a definition and e-Government has been defined variously in the literature and research.¹⁷ While e-Government is sometimes defined as the provision of electronic services to citizens, those working in the field argue that it is much more than simply providing public information and citizen services over the Internet. It encompasses all aspects of government, extending deep into the core of every government entity, and will undoubtedly be a transformative agent for governance and governance.¹⁸

Layne and Lee have described the various stages of e-Government development and proposed a “growth stage” model for e-Government to become fully functional.¹⁹ Riley explores information theory and the extent to which new methodologies can be designed for governments to better share information with the public for the common good.²⁰ Grönlund has identified the need for a model of governance that goes beyond individual organizations to address e-Government theoretically. He attempts to offer a way to fill the gap in e-Government effectiveness by developing a theory of e-Government/e-Governance information systems, which views governance as a system rather than as individual organizational units and processes, and views information systems from that perspective.²¹

There are several categories identified for interactions in e-Government: government-to-citizen (G2C), government-to-employee (G2E), government-to-government (G2G), and government-to-business (G2B). Each uses internet technology to provide government services online. G2C implies that citizens are allowed to retrieve government information and complete government transactions, such as license renewals, online. G2E implies that government agencies are allowed to interact with their employees online. G2G supports online communication and interaction between government agencies. G2B enables businesses to retrieve timely government information and complete transactions with government agencies online.²²

Layne and Lee developed a model for different levels of interaction and discussed the requirements for integration. The model consists of four stages of e-government growth:

¹⁵Simarmata, MH (2017). The Role of e-Government and Social Media in Creating a Culture of Transparency and Eradicating Corruption. *INTEGRITAS*, 3(2), 203-229.

¹⁶Edwi, AS (2008). Evaluation of E-Government Implementation on Regional Government Websites in Indonesia: Content and Management Perspectives. 2008 National Informatics Seminar (SemnasIF 2008), 2008 (November 2007), 88-98.

¹⁷Arsik, SF, & Lawelai, H. (2020). Implementation of Accountability, Effectiveness, and Transparency in Realizing Good Governance: A Study of the Banabungi Village Government. *Journal of Government Science Studies*, 1(1), 1-7.

¹⁸Holle, ES (2011). Public Services Through Electronic Government: Efforts to Minimize Maladministration Practices in Improving Public Service. *Jurnal SaSi*, 17(3), 21-30.

¹⁹Irawan, Bambang, and Muhammad Nizar Hidayat. (2021). E-government: Concept, Essence, and Case Studies. Samarinda: Mulawarman University Press

²⁰Aware. (2023). E-Government (Concept, Implementation and Evaluation of E-Government in Indonesia). Bandung: Widina Media Utama Publisher

²¹Supangkat, SH and Negara, I. (2006) 'E-Government Implementation Strategy Framework', Proceedings of the National Conference on Information & Communication Technology for Indonesia, pp. 3-4

²²Susena, E. and Lestari, DA (2016) 'Effectiveness of Electronic Government Implementation on Public Services in Sragen Regency', *Journal of SAINSTECH*, Indonusa Polytechnic, Surakarta.

cataloging, transactions, vertical integration, and horizontal integration. It emphasizes citizens as users of government services and offers a path for governments to follow. They also suggest challenges, both organizational and technical. The model developed by Layne and Lee was subsequently used as the basis for another research project. The findings indicate that e-government growth is more pronounced in some areas than others and that there is a need for research on interactions in the development toward a one-stop-shop government system. According to Wimmer, a holistic development approach provides important guidance for addressing the various aspects related to this.

Ho and Pardo introduce a strategy for assessing the practical frameworks used by government managers to guide e-government investment decisions. They outline a gap analysis strategy and present an initial application of the analysis. The gap analysis strategy has two objectives: to inform the design, development, and use of e-government investment decision-making tools and processes, and to propose a strategy for initiating discussion in the debate about the relevance of information systems research.

Assessment and measurement are essential for this field to progress, and there is a significant need for further research on these issues. The importance of measuring e-government performance cannot be overemphasized. A flexible framework is needed to select appropriate strategies for measuring the tangible and intangible benefits of e-government. There are also identifiable gaps in well-developed and understood rules and models of ethical behavior in e-government. The framework is used to evaluate the extent to which various types of errors are specifically related to the technology used and to identify instances where rules and models of ethical behavior may be lacking.²³ Definitions of most of the basic concepts and most of the fundamental questions regarding ethics and morality are very much needed in the field of e-Government.

The field of e-Government has been influenced by many disciplines and to enrich this field several researchers have used various existing theories and theories to study e-Government, such as Stakeholder theory to examine e-Government research, Network theory to examine IT-enabled inter-agency collaboration, Diffusion of Innovation theory to examine the impact of computerized innovation in government, and bureaucratic theory to examine contemporary research and literature related to e-Government.²⁴

Most of the research in this area is related to development, service delivery, public participation, etc. Aicholzer and Schmutzer discuss three main organizational challenges faced by initiatives related to the implementation of e-Government: (1) guiding principles and issues of restructuring administrative functions and processes; (2) requirements and barriers to coordination and cooperation in public administration; and (3) the need for performance monitoring in e-Government.²⁵

According to Kaliontzoglou et al., local governments share some of the same e-government requirements as national governments, including interoperability, security, and user-friendliness. Furthermore, local governments have specific requirements that are unique to their context or, due to their characteristics, require more attention. These include cost and resource considerations, increased accessibility, and greater scalability as more citizens and businesses are served. Prerequisites at the local level differ from those at the national level, such as fewer and more limited resources. Theories and models that address these aspects are needed.

²³Dwiyanto, Agus (2005). *Realizing Good Governance Through Public Services*. Yogyakarta: Gajah Mada University Press.

²⁴Idrus, IA, & Zakiyah, U. (2017). Study of the Success of E-Government Implementation. *JOURNAL OF GOVERNMENT - JOG (Government Management & Regional Autonomy Study)*, 2, 120–134.

²⁵Aicholzer, G. and Schmutzer, R (2000). "Organizational challenges to the development of electronic government", in *Proceedings. 11th International Workshop on Database and Expert Systems Applications*

Lenk and Traunmüller suggest that e-Government should be viewed from four perspectives: the citizen perspective, the process (reorganization) perspective, the cooperation perspective, and the knowledge perspective. Future research directions are proposed from the societal perspective. By placing the individual user, namely the citizen, in focus, the general perspective will be more directed towards a “Citizen System” rather than a “Government System.”²⁶

Indonesia is one of the countries with slow development in e-government implementation. This is ironic, considering that Indonesia has the largest number of internet users in the world. According to United Nations (UN) data, e-government implementation in Indonesia is below the global average. Ironically, this ranking has tended to decline over the past 13 years. Although e-government implementation in Indonesia has great potential, the government still faces many challenges to ensure its successful implementation. E-government is one of the Indonesian government's priority goals.²⁷

The practice of e-Government in Indonesia is currently managed by the Directorate of e-Government, a department under the Directorate General of Informatics Applications of the Ministry of Communication and Informatics of the Republic of Indonesia based on Presidential Regulation Number 54 of 2015.2 Legally, Indonesia has at least six legal instruments that emphasize the importance of government transparency and public participation initiatives that can be achieved through e-Government. One of them is in Article 28F of the 1945 Constitution, Presidential Instruction Number 3 of 2003, Law Number 25 of 2009, and Law Number 14 of 2008.²⁸

The United Nations (UN) has announced the results of the 2022 e-Government survey. The results are very encouraging because Indonesia's position has improved significantly from 88th in 2020 to 77th in 2022. It is hoped that this success will further inspire the enthusiasm of state civil servants to continue promoting digital government so that they can act in accordance with President Joko Widodo's direction through Presidential Decree 95/2018 concerning SPBE, so that the public can also feel the benefits expected more widely.

An example of e-government implementation in Indonesia is the SINAR (SIM NASIONAL PRESISI) application owned by the Indonesian National Police (Polri) to make it easier for the public to obtain and renew driver's licenses online. This implementation is in accordance with the study.Arsik and Lawelai in 2020 on the Implementation of Accountability, Effectiveness, and Transparency in Realizing Good Governance: A Study of the Banabungi Village Government in the Journal of Government Science Studies.

In addition, there are alsoSIDIK (Vulnerability Index Data Information System) innovation from KLHK (Ministry of Environment and Forestry)) which is a rapid assessment tool for climate vulnerability and risk levels developed by the Directorate General of Climate Change Control, Directorate of Climate Change Adaptation. This application is in accordance with the studyHolle in 2011 on Public Services Through Electronic Government: Efforts to Minimize Maladministration Practices in Improving Public Service published in the SaSi Journal.

However, in practice, e-government implementation still faces problems and obstacles. The main one is infrastructure availability. Indonesia is an archipelago divided into several large islands and many small ones. Network issues remain a major obstacle to e-government implementation, often limiting its reach to remote areas. Therefore, its implementation can only be implemented in urban areas or large land areas with good and smooth networks. The solution

²⁶Lenk, K. and Traunmüller, R. (2000). “A Framework for Electronic Government”, in Proceedings of DEXA 2000

²⁷Samuel, Chiara Anindya. (2021). Achievements, Opportunities, and Challenges of E-Government Implementation in Indonesia Faculty of Social and Political Sciences Universitas Gadjah Mada

²⁸Directorate General of Informatics Applications, Ministry of Communication and Informatics of the Republic of Indonesia. (2015). Directorate of E-Government. Accessed August 21, 2024. Archived in <https://aptika.kominfo.go.id/index.php/profile/direktorat-e-government>.

implemented by the government, especially relevant agencies implementing e-government, is to improve the internet network in various regions in Indonesia. One way to do this is by providing Hyperconverged Infrastructure (HCI) to help government agencies transition to efficient, virtualized data centers.

Conclusion

E-Government is about reinventing how governments interact with citizens, government agencies, businesses, employees, and other stakeholders. E-Government is implemented to improve democratic processes through innovation in public communications to make life easier for citizens. E-government exists as part of the digital transformation in government, which is a form of public communications innovation. Therefore, digital communications transformation offers several possibilities. The most obvious consequence of this digital transformation is undoubtedly increased efficiency in administrative communications. Digital has a positive and statistically significant impact on public communications, at least through closer ties between government and citizens. Furthermore, increased access to information is a crucial component because it can create open and transparent government. Therefore, digital transformation through e-government ultimately emerges as an increase in public communications innovation, but in practice it requires precision, professionalization, and adaptation to the web environment.

Acknowledgment

The authors would like to express their gratitude to Universitas Nasional for providing academic support that enabled the completion of this study. Appreciation is also extended to fellow academics and colleagues who contributed insights and constructive discussions related to public communication, innovation, and e-government. The authors acknowledge all scholars whose works were reviewed and cited, as their contributions formed the theoretical foundation of this literature-based research.

Declarations

The authors declare that there is no conflict of interest associated with the publication of this article. This research is a literature review employing narrative analysis and does not involve human participants, experiments, surveys, or confidential data. Therefore, ethical approval and informed consent were not required. All references used in this study are properly cited in accordance with academic integrity and publication ethics.

Data and Software Availability Statements

This study relies exclusively on secondary data obtained from published books, peer-reviewed journal articles, official government documents, and reports related to public communication, innovation, and e-government. No primary data were collected, and no datasets were generated during the research process. As a result, data sharing is not applicable. No specific software applications were used in the analysis; the narrative analysis was conducted manually by the authors based on the reviewed literature.

References

- Aicholzer, G. and Schmutzer, R (2000). "Organizational challenges to the development of electronic government", in Proceedings. 11th International Workshop on Database and Expert Systems Applications
- Ameka, Indriany. (2013). Innovation Management. Bandung: Andi Publisher. Journal of Hannisa Rahmaniar Hasnin, FISIP UI, 2011
- Arsik, SF, & Lawelai, H. (2020). Implementation of Accountability, Effectiveness, and Transparency in Realizing Good Governance: A Study of the Banabungi Village Government. Journal of Government Science Studies, 1(1), 1-7.
- Cahyadi, A. (2003). E-Government: A Review of Concepts and Issues. The WinnERS Journal, 4(1), 1-12.

- Diharto, Awan Kostrad. (2022). *Innovation and Creativity Management*. Yogyakarta: Gerbang Media Aksara Publisher
- Directorate General of Informatics Applications, Ministry of Communication and Informatics of the Republic of Indonesia. (2015). Directorate of E-Government. Accessed August 21, 2024. Archived in <https://aptika.kominfo.go.id/index.php/profile/direktorat-e-government>.
- Dwiyanto, Agus (2005). *Realizing Good Governance Through Public Services*. Yogyakarta: Gajah Mada University Press.
- Edwi, AS (2008). Evaluation of E-Government Implementation on Regional Government Websites in Indonesia: Content and Management Perspectives. 2008 National Informatics Seminar (SemnasIF 2008), 2008 (November 2007), 88–98.
- Griffon, M. (2012). *La communication publique comme politique publique*. Science Politique.
- Habibullah, A. (2010). Study of the Utilization and Development of E-Government. *JMKB*, 23(3), 187-195.
- Hardjaloka, L. (2014). Study of E-Government Implementation in Indonesia and Other Countries as a Solution to Eradicating Corruption in the Public Sector. *Jurnal Rechtsvinding*, 3(3), 435-452.
- Hartana, M. (2015). The Effectiveness of E-Government Implementation in Preventing Corruption in Regional Government Environments. *LEGAL STAGE*, 1(2), 60-87.
- Holle, ES (2011). Public Services Through Electronic Government: Efforts to Minimize Maladministration Practices in Improving Public Service. *Jurnal SaSi*, 17(3), 21–30.
- Idrus, IA, & Zakiyah, U. (2017). Study of the Success of E-Government Implementation. *JOURNAL OF GOVERNMENT - JOG (Government Management & Regional Autonomy Study)*, 2, 120–134.
- Irawan, Bambang, and Muhammad Nizar Hidayat. (2021). *E-government: Concept, Essence, and Case Studies*. Samarinda: Mulawarman University Press
- Kemayou, L. R. (2005). *Pour la communication des organizations au Cameroun*. Annales de la Faculté des Lettres et Sciences Humaines
- Lenk, K. and Traummüller, R. (2000). “A Framework for Electronic Government”, in *Proceedings of DEXA 2000*
- Muktiyo, Widodo et al. (2023). *Public Communication: Strategic Issues*. Depok: Gunadarma Publisher
- Prabowo, Hadi et al. (2022). *Service Innovation in Public Organizations*. Bandung: PT. Remaja Rosdakarya
- Aware. (2023). *E-Government (Concept, Implementation and Evaluation of E-Government in Indonesia)*. Bandung: Widina Media Utama Publisher
- Samuel, Chiara Anindya. (2021). *Achievements, Opportunities, and Challenges of E-Government Implementation in Indonesia* Faculty of Social and Political Sciences Universitas Gadjah Mada
- Simarmata, MH (2017). The Role of e-Government and Social Media in Creating a Culture of Transparency and Eradicating Corruption. *INTEGRITAS*, 3(2), 203-229.
- Subandriyo, B. (2005). *Public Communication Theory*. 3–5.
- Supangkat, SH and Negara, I. (2006) 'E-Government Implementation Strategy Framework', *Proceedings of the National Conference on Information & Communication Technology for Indonesia*, pp. 3–4
- Susena, E. and Lestari, DA (2016) 'Effectiveness of Electronic Government Implementation on Public Services in Sragen Regency', *Journal of SAINSTECH*, Indonusa Polytechnic, Surakarta.
- Suwarno, Y. (2008). *Innovation in the Public Sector*. Jakarta: STIA-LAN Press. UN. (2003). *UN World Public Sector Report 2003: E-Government at the Crossroads*, October 2003.
- Zemor, P. (1995). *La communication publique*. LDF.