

Influence of Management Information Systems, Human Resource Management, and Regional Leadership on Effectiveness of E-Government Implementation in Ciamis Regency

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ABSTRACT

The implementation of e-Government in the regions still faces obstacles, particularly related to the readiness of Management Information Systems, the quality of Human Resources, and the capacity of Leadership in directing change. This study aims to analyze the influence of Management Information Systems, Human Resource Management, and Leadership on the implementation of e-Government by using quantitative research methods and multiple linear regression analysis. The results of the study showed that the Management Information System and Human Resource Management did not have a significant influence on the implementation of e-Government, while the Leadership variable was proven to have a significant effect, with a significance value of 0.003. These findings indicate that the success of e-Government is more determined by leadership that can influence the organization's direction, build a digital culture, and make strategic decisions oriented toward transforming public services. The novelty of this research lies in strengthening the perspective of digital leadership in the government sector—demonstrating how leadership capacity serves as a key factor in promoting the adoption and sustainability of e-Government, beyond the roles of technology and human resources. Based on these results, it is recommended that the Regional Government, especially Ciamis Regency, strengthen digital leadership through technology-based leadership training and greater leadership involvement in the government's digital transformation process.

Keywords: e-Government; Leadership; information systems management; Resources human; Digital Transformation

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INTRODUCTION

Regional autonomy is a decentralized policy that gives greater authority to local governments to manage their own household affairs. This policy was introduced as an effort to realize governance that is more democratic, responsive, and attuned to the needs of local communities while encouraging equitable development throughout Indonesia. In line with that, the implementation of e-government is a strategic step taken by the government to increase the efficiency, transparency, and accountability of public administration (Agung Kurniawan & Suswanta, 2021). Using information and communication technology, e-government provides online public services that are more accessible to citizens, such as tax payments, licensing, and population document management (Amelia et al., 2022).

The main goal of e-government is to improve the quality of public services while strengthening public participation in the governance process (Septiani et al., 2022). Through digital platforms, the public can provide input, submit complaints, and participate in public decision-making (Harahap & Harahap, 2023; Wirawan, 2020). In addition, e-government enhances the relationship between the government and society by opening more transparent and accountable communication channels (Bao et al., 2021). However, the success of e-

government implementation largely depends on clear regulatory support, a modern administrative system, and data-based management. Principles of good governance such as transparency, accountability, participation, and effectiveness become increasingly relevant when combined with digital transformation, although challenges such as the digital divide, cybersecurity, and resource constraints still need to be addressed (Dila Nugraha & Novianty, 2022).

In the Indonesian context, the implementation of e-government is realized through the Electronic-Based Government System (SPBE) as stipulated in Presidential Regulation Number 95 of 2018. SPBE represents a visionary transformation that not only focuses on the use of technology but also emphasizes efforts to create a government that is responsive, accountable, and oriented toward the public interest. Public information disclosure serves as the main foundation to strengthen transparency, reduce bureaucracy, and minimize corrupt practices (Ardina & Saharuddin, 2021). The implementation of SPBE has been carried out in various regions, one of which is Ciamis Regency, which has developed a Smart City portal focusing on Smart Government, Smart Society, Smart Living, Smart Branding, and Smart Economy (Rusdy & Flambonita, 2023; Salsabila et al., 2024). This demonstrates that SPBE is not merely the adoption of technology but a fundamental step toward modernizing governance that is more effective, collaborative, and sustainable (Fanda Amalia Putri, 2024).

The urgency of this research lies in the importance of ensuring that e-government implementation runs optimally to improve the quality of public services as well as the transparency and accountability of local governments (Makbul, 2025). However, its effectiveness still faces several major challenges, such as limitations in information system infrastructure that is not yet fully integrated, uneven capacity and competence of human resources in utilizing digital technology, and the leadership of regional heads—decisive factors in fostering commitment, setting policy direction, and cultivating a digital-based work culture (Indriati Amirullah et al., 2023). Therefore, this research is crucial to examine the relationship among these three factors and their contribution to the success of e-government implementation so that it can provide a tangible contribution to improving governance in Ciamis Regency.

Despite extensive literature on e-government implementation, a significant research gap persists regarding the relative importance of organizational factors—specifically Management Information Systems (MIS), Human Resource Management (HRM), and leadership—in determining e-government effectiveness within Indonesian local government contexts (Halsa et al., 2022; Hartin, 2023). Previous studies have examined these factors in isolation or in different organizational settings, but few have systematically compared their relative contributions in resource-constrained regional governments where technological infrastructure, human capital, and leadership capacity vary considerably. Research by Primasari et al. (2024) on transformational leadership in East Jakarta and Kristian et al. (2024) on e-government transparency in Bandung Regency highlight the pivotal role of leadership, yet these studies did not simultaneously control for MIS and HRM factors, leaving ambiguity about whether leadership effects are independent or confounded by technological and human resource capabilities.

Furthermore, existing e-government research in Indonesia has predominantly focused on metropolitan areas or national-level implementations (Kencono et al., 2024; Pertiwi et al., 2021), with limited empirical evidence from smaller regencies like Ciamis, where resource

constraints, digital literacy gaps, and leadership dynamics may differ substantially from urban contexts. This geographical and contextual gap is critical because Indonesia's regional autonomy framework requires local governments to independently navigate digital transformation, even though their capacities to do so vary widely. Understanding which factors most strongly predict e-government success in such contexts can inform targeted capacity-building interventions and resource allocation strategies.

This study addresses these gaps by examining the simultaneous influence of MIS, HRM, and leadership on e-government effectiveness in Ciamis Regency, West Java. The central research question guiding this investigation is: among Management Information Systems, Human Resource Management, and regional leadership, which factor(s) most significantly determine e-government implementation effectiveness in Ciamis Regency? Specifically, this research aims to: (1) assess the individual influence of MIS quality on e-government effectiveness; (2) evaluate the impact of HRM practices on e-government implementation; (3) determine the role of regional leadership in driving e-government success; and (4) identify the relative importance of these three factors through a comparative analysis of their standardized regression coefficients.

The significance of this research extends to both theoretical and practical domains. Theoretically, it contributes to public administration and e-government literature by empirically testing competing explanatory frameworks—technological determinism (emphasizing MIS), human capital theory (emphasizing HRM), and transformational leadership theory (emphasizing leadership)—within a single analytical model. The findings will clarify whether e-government success is primarily technology-driven, human resource-dependent, or leadership-determined in Indonesian local government contexts. Practically, the research offers evidence-based guidance for policymakers and regional administrators regarding optimal investment priorities for e-government initiatives. If leadership emerges as the dominant factor, as preliminary findings suggest, this will indicate that capacity-building resources should prioritize digital leadership development over technological infrastructure upgrades or HR training programs, at least in contexts like Ciamis Regency. Such insights can enhance the efficiency and effectiveness of Indonesia's ongoing digital government transformation under the SPBE framework.

METHOD

This research employed a quantitative approach. The study emphasized internal validity to ensure that the research instrument accurately measured the intended constructs. The design used a multivariate correlation analysis to examine linear relationships between several independent variables (X) and dependent variables (Y), allowing for the simultaneous assessment of complex intervariable relationships.

The research process included formulating research problems and objectives, developing theoretical frameworks and hypotheses, determining measurable variables and indicators, and preparing research instruments that were tested for validity and reliability. Population and sample determination, data collection through questionnaires, and data analysis using multivariate correlation techniques were subsequently carried out to identify linear relationships among the variables. The results were then interpreted to test the hypotheses, draw conclusions, and provide recommendations based on the correlations identified.

The study population consisted of 10,337 individuals, comprising 6,454 State Civil Apparatus (ASN) and 3,883 Government Employees with Employment Agreements (PPPK) working in the Ciamis Regency Government in 2024. A total of 385 respondents were selected as samples through stratified random sampling to ensure proportional representation across organizational units, with allocation based on employee distribution in each agency, including the Type A Regional Secretariat, Type A DPRD Secretariat, Type A Inspectorate, Type A and Type B Services, Type A Agencies, and Type A District Offices in Ciamis Regency.

The research instrument was a structured questionnaire measuring four constructs: Management Information Systems (MIS), Human Resource Management (HRM), Leadership, and e-Government Effectiveness. Each construct comprised multiple indicators measured on a 5-point Likert scale (1 = strongly disagree to 5 = strongly agree). The instrument underwent validation before full-scale data collection.

Validity testing was conducted using Pearson's product-moment correlation to determine the significance of each item's correlation with its corresponding construct total score. Items were considered valid when r -calculated exceeded r -table ($df = 30, \alpha = 0.05$) = 0.361. All items met this criterion, with correlation coefficients ranging from 0.412 to 0.847, confirming their validity. Content validity was also verified through expert assessments by three public administration scholars who evaluated the item relevance and clarity.

Reliability testing used Cronbach's Alpha coefficients to assess internal consistency, adopting $\alpha \geq 0.70$ as the reliability standard. The results indicated high reliability across all constructs: MIS ($\alpha = 0.873$), HRM ($\alpha = 0.891$), Leadership ($\alpha = 0.906$), and e-Government Effectiveness ($\alpha = 0.884$). These values demonstrated strong internal consistency, confirming the suitability of multiple linear regression analysis for testing the research hypotheses.

RESULTS AND DISCUSSION

This study uses Partial t-test in multiple regression analysis to test the influence of each independent variable on the dependent variable individually, by controlling other variables in the model. This test aims to find out whether an independent variable has a significant relationship with the dependent variable after considering the influence of other variables. The results of the Partial t-test using SPSS Ver. 26.0 were obtained for each variable, as follows:

Table. 1 Partial t-test results

Coefficients ^a						
Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	
	B	Std. Error	Beta			
1	(Constant)	6.491	7.711		.842	.408
	Information Systems Management	.099	.173	.085	.573	.572
	SDM	.238	.164	.231	1.447	.160
	Leadership	.923	.282	.520	3.274	.003

a. Dependent Variable: E-Government

Based on table 1, the significance value (Sig) of the information system management variable is $0.572 > \text{probability } 0.05$, then the first hypothesis is rejected or there is no influence

of information system management (X1) on e-government (Y). The ttable value in this study is 1,980. The comparison of the tcount value with the ttable for the information system management variable (X1) is at $t_{count} 0.573 < t_{table} 1.980$, so it can be concluded that H1 or the first hypothesis is rejected. This means that the Management Information System (X1) has no effect on e-Government (Y).

The significance value (Sig.) of the human resource variable is $0.160 >$ a probability of 0.05, then the first hypothesis is rejected or there is no influence of human resources (X2) on e-government (Y). The ttable value in this study is 1,980. The comparison of the tcount value with the ttable for the human resource variable (X2) is at $1,447 < t_{table} 1,980$, so it can be concluded that H2 or the first hypothesis is rejected. This means that there is partially no influence of human resource management (X2) on e-Government (Y). Then, the significance value (Sig.) of the leadership variable is $0.003 <$ a probability of 0.05, then the first hypothesis is accepted or there is an influence of leadership (X3) on e-government (Y). The ttable value in this study is 1,980. The comparison of the tcount value with the ttable for the human resource variable (X3) is at $t_{count} 3,274 > t_{table} 1,980$, so it can be concluded that H3 or the first hypothesis is accepted. This means that there is a partial influence of leadership (X3) on e-Government (Y).

Discussion

The results of the regression analysis showed that the variables of Management Information System and Human Resource Management did not have a partial influence on e-Government. This is shown from the significance value of each variable that is above the limit so that both do not contribute significantly to influencing the implementation of e-Government. In addition, the comparison between the t-calculated value and the t-table shows that the t-count of both variables is smaller than the t-table, so the first hypothesis (H1 and H2) is rejected. These results indicate that the implementation of information systems and the quality of human resources in organizations are not strong enough to significantly affect the success of e-Government implementation. Lack of maintenance and technological updates can also hinder the effectiveness of its use (Ekaputra, 2021).

The non-significant effect of Management Information Systems on e-Government effectiveness ($\beta = 0.085$, $p = 0.572$) contradicts technological determinism perspectives that emphasize infrastructure as the primary driver of digital transformation. However, this finding aligns with research by Ekaputra (2021) on SIPD application effectiveness in Nganjuk Regency, which revealed that technological systems alone do not guarantee implementation success without complementary organizational factors. The result suggests that in Ciamis Regency's context, merely having information systems infrastructure—servers, databases, software applications—is insufficient to ensure e-Government effectiveness. This may be attributable to several factors: inadequate system integration across agencies creating information silos, insufficient technical maintenance leading to system unreliability, or misalignment between system capabilities and actual user needs. The finding implies that technology procurement must be accompanied by comprehensive implementation strategies addressing these contextual challenges.

Similarly, the non-significant effect of Human Resource Management on e-Government ($\beta = 0.231$, $p = 0.160$) challenges human capital theory's prediction that workforce quality

determines organizational performance. While HRM showed a positive coefficient indicating a directional relationship, the effect did not reach statistical significance. This contrasts with findings by Salim et al. (2023) demonstrating HRM's role in enhancing employee productivity in the digitalization era. The divergence may reflect context-specific factors in Ciamis Regency: HR development programs may focus on generic competencies rather than digital-specific skills, training may be sporadic rather than systematic, or employee motivation and engagement—critical mediators between HR practices and performance—may be inadequately addressed. This finding suggests that HRM interventions must be more strategically aligned with e-Government requirements to manifest measurable impacts.

Comparatively, international case studies offer instructive parallels. Research on e-Government implementation in developing countries by Twizeyimana and Andersson (2019) found that technological infrastructure and human resource capacity, while necessary, were insufficient for e-Government success without enabling leadership. Similarly, Gil-García and Pardo's (2005) study of U.S. state governments demonstrated that leadership vision and commitment were more predictive of e-Government advancement than IT investment levels. These parallels suggest that the pattern observed in Ciamis Regency—where leadership dominates while MIS and HRM effects are non-significant—may reflect broader dynamics in resource-constrained government settings where transformational leadership compensates for infrastructural and human capital limitations.

On the other hand, the variable of Regional Head Leadership has been proven to have a significant influence on e-Government. This is shown by the results of statistical tests that show that the level of significance meets the criteria that have been set, so that the hypothesis that states the existence of influence is acceptable. Thus, leadership in the organization plays an important role in determining the effectiveness of the implementation of e-Government. Leaders who have vision, strategy, and ability to manage change can increase the adoption and utilization of information technology in the government sector, thereby accelerating digital transformation in excellent public services (Primasari et al., 2024). The standardized coefficient of 0.520 indicates that leadership is the strongest predictor among the three independent variables, with each one-unit increase in leadership quality associated with a 0.520 standard deviation increase in e-Government effectiveness, holding other variables constant.

This finding strongly corroborates transformational leadership theory as articulated by Bass and Riggio (2006), which posits that leaders who exhibit idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration can drive organizational change and innovation. In the e-Government context, transformational leadership translates into several critical functions: articulating a compelling digital vision that motivates stakeholders, allocating resources strategically to support technology initiatives, championing policy reforms to institutionalize digital practices, modeling technology adoption behaviors to influence organizational culture, and mediating between technical staff and end-users to ensure system alignment with service delivery goals. The empirical support for leadership's primacy aligns with Primasari et al.'s (2024) findings on transformational leadership in East Jakarta's public administration, where leadership significantly influenced employee governance and performance.

Moreover, the result resonates with research by Ibad and Djafar (2023) on innovative regional leadership in smart village implementation, which demonstrated that leaders who

actively champion innovation and provide clear strategic direction facilitate successful digital initiatives even in resource-limited settings. The significance of leadership in Ciamis Regency may reflect the particular challenges of implementing e-Government in a predominantly rural, lower-capacity local government where bureaucratic resistance, limited digital literacy, and competing priorities create substantial implementation barriers. In such contexts, strong leadership becomes indispensable for overcoming inertia, securing buy-in, and sustaining momentum throughout the prolonged implementation process.

International comparisons further illuminate the universality of leadership's role. Studies from South Korea (Yun et al., 2011) and Estonia (Kalvet, 2012)—countries renowned for e-Government success—consistently identify leadership commitment and vision as critical success factors, often outweighing technological sophistication. These cross-national patterns suggest that regardless of developmental context, leadership serves as the catalytic force transforming technical potential into organizational reality.

In addition, the results of the analysis show that the independent variables consisting of Management Information Systems, Human Resource Management, and Regional Head Leadership together are able to explain most of the variation in e-Government. Specifically, the R^2 value of 0.468 indicates that the three predictors collectively account for 46.8% of the variance in e-Government effectiveness, while the remaining 53.2% is attributable to factors not included in the model. These findings indicate a strong relationship between the independent variable and the bound variable, while the rest is influenced by other factors not covered by the research model.

This shows that these three variables are fundamental factors that interact with each other in determining the effectiveness of the application of information technology in the government environment. Management Information Systems act as the operational backbone that allows data integration and acceleration of public services, while the quality of HR management determines the extent to which the apparatus can operate and utilize the system optimally.

Furthermore, the leadership of regional heads has a strategic influence because it is a determining factor in the formation of vision, policy direction, and organizational commitment to government digitalization. Visionary and participatory leadership will encourage cross-sector coordination, strengthen technology-based work culture, and ensure adequate resource allocation to support the sustainability of e-Government programs. Thus, the success of implementation is not only sourced from technical and administrative aspects, but also greatly influenced by the role of leadership in driving change.

However, the results of the study also indicate that there are still other factors outside the research model that affect the variation of e-Government. These unexamined factors may include: (1) organizational culture and bureaucratic norms that shape receptivity to digital innovation (Kencono et al., 2024); (2) citizen digital literacy and readiness to engage with e-Government platforms (Kristian et al., 2024); (3) inter-agency coordination mechanisms and institutional collaboration frameworks (Shafira & Kurniasiwi, 2021); (4) regulatory clarity and policy consistency at national and regional levels (Rusdy & Flambonita, 2023); (5) financial resource availability and budget allocation priorities (Pertiwi et al., 2021); and (6) external environmental factors such as internet infrastructure quality and telecommunications accessibility in rural areas. This confirms that e-Government is a complex and multidimensional system, where its success cannot be fully explained by just three main

variables, but rather requires a more holistic approach that involves institutional, technological, and social aspects simultaneously.

Policy Implications for Digital Leadership Development

The research findings carry substantial implications for policy formulation and capacity-building strategies in Ciamis Regency and comparable local governments. Given leadership's dominant influence, several targeted interventions are recommended:

1. **Digital Leadership Academy:** Establish a specialized training program for mid- and senior-level government officials focusing on digital transformation leadership competencies. The curriculum should address strategic visioning for digital government, change management in bureaucratic contexts, technology-mediated decision-making, stakeholder engagement in digital initiatives, and performance monitoring of e-Government programs. This academy could be developed in partnership with universities or national training institutions (e.g., Lembaga Administrasi Negara) to ensure pedagogical quality and certification credibility.
2. **Leadership Performance Metrics:** Integrate digital transformation leadership into performance assessment frameworks for regional heads and agency directors. Specific metrics might include percentage of services digitized under their tenure, citizen satisfaction with online services, frequency of leadership communication about digital priorities, and participation in technology governance meetings. This institutionalizes accountability for e-Government advancement at the leadership level.
3. **Cross-Regional Leadership Networks:** Facilitate peer learning through networks connecting regional leaders implementing e-Government across Indonesia. Regular forums, study visits, and knowledge-sharing platforms enable leaders to learn from successful and unsuccessful cases, reducing reinvention of solutions and accelerating diffusion of best practices. The network could be coordinated by the Ministry of Home Affairs or Association of Indonesian Regency Governments.
4. **Leadership Succession Planning:** Develop mechanisms to ensure continuity of digital vision across leadership transitions. Documented digital strategies, institutionalized governance structures (e.g., permanent e-Government steering committees), and staff retention in key technical roles can mitigate disruption when leadership changes, a common challenge in Indonesia's elected regional government system.
5. **Evidence-Based Leadership Decision Support:** Provide leaders with accessible data dashboards monitoring e-Government implementation progress, service utilization patterns, and citizen feedback. Evidence-based management tools empower leaders to make informed decisions, prioritize interventions strategically, and demonstrate accountability to constituents and oversight bodies.

These interventions collectively aim to institutionalize digital leadership as a sustainable organizational capacity rather than depending on individual leader characteristics, thereby creating conditions for long-term e-Government success.

CONCLUSION

The study found that the leadership of regional heads had a significant positive effect on e-Government implementation in Ciamis Regency ($\beta = 0.520$, $t = 3.274$, $p = 0.003$), making it

the strongest predictor among the tested factors. This highlights that visionary and adaptive leadership capable of guiding digital transformation plays a more decisive role than Management Information Systems ($\beta = 0.085$, $p = 0.572$) or Human Resource Management ($\beta = 0.231$, $p = 0.160$), which showed no significant effects. The findings empirically support transformational leadership theory within Indonesia's local government context, indicating that institutional leadership capacities outweigh technical or human resource factors in determining e-Government effectiveness. In practical terms, the research suggests that policymakers should prioritize strengthening digital leadership through targeted training, performance systems, and peer learning networks to accelerate digital governance effectiveness. Given the study's cross-sectional and region-specific limitations, future research should adopt longitudinal and multi-regional designs to explore how leadership influences e-Government outcomes over time and across contexts, while also integrating variables such as organizational culture, citizen participation, and institutional environment to explain the remaining unexplained variance.

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