Contents lists available at GrowingScience

International Journal of Data and Network Science

homepage: www.GrowingScience.com/ijds

The influence of information technology, administrative management and knowledge management practices on the success of e-government in Indonesia

Hendra Susanto[a*] and Hediana Makmur[a]

[a]*Badan Pemeriksa Keuangan Republik Indonesia, Indonesia*

C H R O N I C L E

Article history:
Received: April 3, 2024
Received in revised format: May 28, 2024
Accepted: June 27, 2024
Available online: June 27, 2024

Keywords:
Information Technology
Administrative Management
Knowledge Management Practices
E-Government

A B S T R A C T

The high quality of public services is a guarantee for the public of easy and efficient access. Good quality public services can help increase people's productivity, reduce unnecessary bureaucracy, and encourage more active participation from all walks of life. In addition, government transparency serves as the main basis for building a relationship of mutual trust between the government and society. Through the application of information and communication technology, E-Government allows the government to provide public services more efficiently, quickly and easily. This research aims to analyze the influence of information technology, administrative management, and knowledge management practices on the success of E-Government. This type of research is quantitative research using a questionnaire. Respondents were selected using a random sampling method from various groups in the public sector in the DKI Jakarta province. A total of 380 questionnaires were distributed to respondents, and 264 questionnaires were successfully returned. However, there were 21 questionnaires that were not filled in completely. Finally, 243 questionnaires were analyzed further. Questionnaire measurements used a Likert scale of 1 - 7. The data in this study were analyzed using SmartPLS 4 software. The results of this study conclude that the implementation of information technology has a significant relationship with knowledge management practices. However, the relationship between information technology and e-government in this study was not proven to be significant. Administrative management has a significant relationship with knowledge management practices but has no significant effect on E-Government. Knowledge management practices have a significant influence on E-Government and there is interaction between information technology and knowledge management practices, as well as between administrative management and knowledge management practices on E-Government.

1. Introduction

High quality public services are a guarantee for the public of easy, efficient and quality accessto various services provided by the government. When public services are well designed and provide added value to the community, this will increase public trust in the government and build a positive image of governance (Ocampo et al., 2019). In addition, good quality public services can also help increase community productivity, reduce unnecessary bureaucracy, and encourage more active participation from various levels of society (Kaufmann et al., 2019; Kuziemski & Misuraca, 2020). On the other hand, government transparency serves as the main basis for building a relationship of mutual trust between the government and society (Schmidthuber et al., 2021). By providing clear, accurate and easily accessible information about policies, decisions and budget management, the government avoids speculation, rumors and suspicions that could undermine public confidence. Transparency is also an effective tool for checking and monitoring government actions, promoting accountability, and reducing opportunities for corrupt practices to occur. When the government operates transparently, citizens feel more involved in the decision-making process and have opportunities to provide input (Moore, 2018; Meijer et al., 2018).

* Corresponding author.
E-mail address hendra.susanto@fe.unsri.ac.id (H. Susanto)

ISSN 2561-8156 (Online) - ISSN 2561-8148 (Print)

doi: 10.5267/j.ijdns.2024.6.019

Utilization of Information Technology (IT) has become unavoidable in various sectors of life, including in government administration. The application of information technology in government administration is known as E-Government (Ubaedillah & Pratiwi, 2021). E-Government refers to government efforts to provide services and information to the public and manage government affairs through digital platforms. E-government emerged as a solutionto improve public services and government transparency using information technology. Through the application of information and communication technology,E-Government allows the government to provide public services more efficiently, quickly andeasily accessible to the public. It has the potential to reduce bureaucracy, cut waiting times, andprovide wider accessibility to citizens (Sangki, 2018; Qi & Wang, 2021). In addition, E-Government can encourage the active participation of citizens in government processes. Information available online allows citizens to more easily monitor government policies and actions, as well as contribute to processes of social oversight and control. By providing a platform to provide input, submit complaints, and interact with the government online, citizenscan feel more involved in decision-making. This creates a closer relationship between the government and society and strengthens the democratic aspects of government administration(Chen & Kim, 2019; AlMulhim, 2023). As a country with a large population and vast territory, Indonesia has its own challenges in carrying out efficient and effective public administration. The scale and diversity of the population creates complexity in the provision of public services that meet the needs of diverseethnicities, cultures and languages in its various regions. The digital divide between urban andrural areas, as well as between different social groups, also deserves attention (Haamann & Basten, 2019). In addition, complicated bureaucracy and complex administrative processes impede fast and efficient public services. Therefore, the use of IT plays an important role in overcoming geographic and operational barriers (Mazzucchelli et al., 2021). The implementation of technology-based information systems helps simplify complex administrative processes, reduce bureaucracy, and increase the accessibility of public services for communities throughout the region. However, it needs to be acknowledged that the gap in access to technology is still an obstacle, especially in rural areas. To overcome this challenge, effective administrative management is the key to the success of E-Government. Coordinated management from the center to the regions ensures smooth processes and optimizes resources.In addition, knowledge management practices play a role in leveraging valuable experience andinformation from across levels of government, avoiding duplication of effort, and facilitating better decision-making.

E-Government requires the development of good information technology knowledge and requires continuous improvement (Tan et al., 2022). In addition, during the development and implementation of e-Government, it is necessary to manage data efficiently (Chen & Kim, 2019). Knowledge management practices are also very important in the delivery of quality government services (Cheshmehzangi, 2022). Knowledge management practices also play an important role in collaboration with information technology teams and administrative management to enhance e-Government capabilities (Sachan et al., 2018). The successful implementation of E-Government depends on aspects such as administrative management, useof information technology, and knowledge management practices (Abu-Shanab & Shehabat, 2018; Sulistiawaty et al., 2021). Thus, the research aims to analyze the influence of informationtechnology, administrative management, and knowledge management practices on the successof E-Government. With an in-depth understanding of the factors that influence the success of E-Government, strategic steps can be taken to improve the implementation of e-government sothat it is able to provide better and more transparent public services and support the achievement of national development goals in this digital era.

2. Literature Review

2.1 Information Technology

Information Technology (IT) refers to the use of computers, software, networks and other electronic systems to collect, process, store, transmit and access information. Information Technology enables more efficient, fast and integrated data processing and communication (Sofyani et al., 2020). It covers a wide range of aspects, including hardware, software,networking and other technology solutions used to manage and utilize information in a varietyof contexts, including business, education, government, health and many more. Information technology has had a major impact on the way we work, communicate and access informationin the digital era (Ratheeswari, 2018). The application of sophisticated Information Technologyis the main foundation for the success of E-Government. The use of IT infrastructure, such as extensive internet networks, centralized database systems, and web-based applications, allowsgovernments to provide public services online. This not only increases accessibility for the community, but also speeds up the administrative process and decision making at the government level (Sulistiawaty et al., 2021). The use of information technology has expanded and made it a natural resource for transmitting knowledge. Hassan et al. (2018) also explained that innovation that arises from the implementation of technology also has a positive relationship with knowledge management. Information technology not only contributes to organizational efficiency, but also supports thegovernment in the field of security by utilizing information obtained from the public. Sulistiawaty et al. (2021) the practice of electronic knowledge management is an important instrument for implementing information technology effectively. The combination of information technology and knowledge management practices has the potential to produce holistic and innovative solutions to challenges faced by governments and organizations in a variety of contexts. One of the keys to successful implementation of E-Government is the existence of mature information system strategic planning. An initial foundation is needed for the optimal application of Information Technology to increase the acceleration of public services which hasan impact on improving the performance of government services (Watrianthos et al., 2019; Tanet al., 2022). Manoharan & Ingrams (2018) stated that Information Technology plays an important role in implementing E-Government because it enables the transformation of administrative processes and the delivery of public services from traditional to digital. The useof this technology allows the government to provide public services online, speed up data processing processes, and

increase transparency in government governance (Mouna et al., 2020). To corroborate the findings from previous research, this study tries to analyze the impactof the application of information technology on knowledge management practices and on the success of E-Government. Therefore, it can be concluded that the hypothesis proposed in this study is as follows:

Hypothesis 1*: Information Technology has a significant effect on knowledge management practices.*
Hypothesis 2: *Information Technology has a significant effect on E-Government Success.*

2.2 Administrative Management

Administrative management is part of the management field that provides information on administrative services to carry out activities effectively, as well as influencing the smooth running of other fields as material for decision making. Administrative management is an activity of planning, controlling, organizing work, and mobilizing workers to achieve predetermined goals (Roetzel, 2019). The focus is on arranging tasks, responsibilities and resources to achieve administrative goals and provide quality public services (Sulistiawaty et al., 2021). In the context of E-Government implementation, administrative management has animportant role in coordinating changes towards a digital form of government. This includes system development planning, supporting organizational structures, performance monitoring, and operational process control (Yaghoubi, 2017). Good administrative processes ensure that data and information are available in an accurate and timely manner. Integrated and systematicdata management helps the government in making better decisions. Apart from that, an efficientadministrative process can also reduce bureaucracy and speed up services to the community (Lv & Li, 2021; AlMulhim, 2023). Therefore, increasing the capacity of human resources in managing IT-based administration is crucial. Through good administrative management, the government can overcome bureaucratic obstacles, maximize resource utilization, and ensure that administrative processes run smoothly in the information technology era. In the planning stage, administrative management will formulate a strategic plan detailing howIT will be integrated in government administration. In this case, organizing will ensure that theorganizational structure supports these changes, with clear tasks and responsibilities for all related units (Jatmikowati, 2021). Next, in the implementation phase, administrative management will oversee the implementation of the technology, involving procurement of equipment and employee training to ensure proper use. Careful oversight will monitor service quality and data protection (Singh et al., 2021). Control will oversee compliance with established procedures and policies. In addition, evaluation and assessment will help measure the effectiveness of implementation, identify areas that need improvement, and provide valuable insights for future development (Kareem & Haseeni, 2015; Roetzel, 2019). Bycarrying out these functions properly, administrative management plays a role in ensuring thatthe implementation of IT in E-Government runs smoothly, is transparent, and provides significant benefits for governance and public services.

Administrative management has significant implications in the journey of digital government transformation. Administrative management, which involves planning, organizing, implementing, supervising and controlling public administration, has a direct impact on knowledge management practices and the success of E-Government. Qi and Wang (2021) explain that efficient administrative management can support better knowledge management in government organizations. With good coordination and structure, information and knowledge about best practices can be better integrated into E-Government activities (Sulistiawaty et al., 2021). The ability to manage this knowledge effectively can contribute to the success of E- Government by minimizing duplication of effort, maximizing resource utilization, and increasing innovation through shared learning (Chen & Kim, 2019). There are many aspects that contribute to hindering the success of e-Government. Then it is important to identify potential problems and design appropriate coping strategies. Thus, the government can increasethe effectiveness of management administration in order to support the success of E- Government. The research hypothesis can then be concluded as follows:

Hypothesis 3: *Administrative management has a significant effect on knowledge managementpractices.*
Hypothesis 4: *Administrative management has a significant effect on E-Government success.*

2.3 Knowledge Management Practices

Knowledge management practice is a series of processes, methods and strategies used to identify, collect, organize, store, share and manage knowledge owned by individuals and groupsin order to improve performance, innovation and efficiency (Ode & Ayavoo, 2020). The goal is to ensure that valuable and diverse knowledge can be accessed, used and applied effectivelyto support goals and improve performance and innovation (Martins et al., 2019). In the contextof E-Government implementation, this knowledge management practice includes efforts to collect and document knowledge related to the application of information technology in publicadministration, facilitate collaboration and exchange of information between various units or departments, and secure this knowledge so that it can be accessed by parties. requiring. In addition, this practice can also involve training employees to optimize the application of technology and sharing experiences and lessons learned during the implementation process (Abbas & Sağsan, 2019; Ferreira et al., 2020). To achieve the goal of efficient and successful E-Government implementation, knowledge management practices are a key elementin ensuring that valuable knowledge is not only properly managed, but also integrated into thedecision and action processes that support digital governance transformation. Therefore, the hypothesis that can be concluded is as follows:

Hypothesis 5: *Knowledge management practice has a significant effect on E-Government success.*

Governments are faced with complex structures and need to improve their response to innovation and the adoption of new technologies (Toshkov et al., 2022). In digital transformation and efforts to provide public services online, adaptive intellectual administrativemanagement is key in transforming the public sector. The integration of technology with structured data provides a significant boost to effectiveness and innovation in public organizations (Naruetharadhol et al., 2021; AlMulhim, 2023). Furthermore, knowledge management practices have proven themselves to be the best approach in implementing e-Government and in articulating workforce capabilities and awareness with the support of information technology (Licite-Kurbe & Chandramohan, 2020). With the existence of innovative service applications, perceptions regarding administrative management and e-Government are increasingly linked to knowledge management because these practices link physical dimensions and facilitate collaboration with social aspects. The further hypothesis developed in this research is as follows:

Hypothesis 6: *Knowledge management practices can mediate the relationship between information technology and E-Government Success.*
Hypothesis 7: *Knowledge management practice can mediate the relationship between administrative management and E-Government success.*

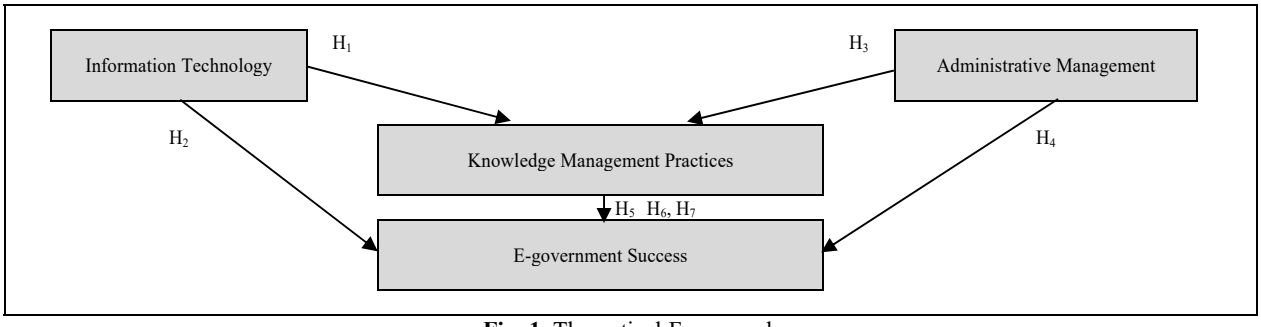

Fig. 1. Theoretical Framework

3. Research Methods

The type of research used in this research is quantitative research. This research was conductedwith the help of a survey using a questionnaire. Respondents were selected by random samplingmethod from various groups in the public sector, such as government officials, public employees, and individuals involved in implementing E-Government at various levels of government in DKI Jakarta province. DKI Jakarta Province is the current capital city of Indonesia which is divided into 5 municipal areas and one administrative district, namely: Central Jakarta Municipality with an area of 47.90 km^2, North Jakarta with an area of 142.20 km^2, West Jakarta with an area of 126.15 km^2, South Jakarta with an area of 145.73 km^2, and East Jakarta Municipality with an area of 187.73 km^2, as well as the Pulau Seribu Administrative Regency with an area of 11.81 km^2. In addition, DKI Jakarta is one of the provinces with very rapid development in Indonesia. Furthermore, the readiness of the DKI Jakarta province in implementing E-Government is also considered to be very sufficient. The results of the successful implementation of E-Government in this province are also expected tobe an example for other regions in Indonesia. A total of 380 questionnaires were distributed to respondents online via email and other onlinemedia. Of these, 264 questionnaires were successfully returned by the respondents. However, there were 21 questionnaires that were not filled in completely. Thus, a total of 243 questionnaires could be further analyzed in this study. That is, the percentage of success in collecting questionnaire data is 63.95%. The questionnaire measurements in this study used a Likert scale of 1 (strongly disagree) to 7 (strongly agree). Theoretical model for this study was adopted from AlMulhim (2023). The measurement of E- Government adoption variable involves 4 constructs, namely service improvement, administrative performance, transparency, and community participation. Information technology is measured using 5 constructs involving internet use, content, databases, search tools, and knowledge portals. Measuring administrative management variables involves 5 constructs, including organizational culture, social environment, regulations and policies,processes, and codes of practice. Knowledge management practices are measured through 4 constructs which include acquisition, storage, dissemination, refinement and verification. Furthermore, the data in this research was then analyzed using SmartPLS 4 software. Using thisanalysis method is the best method for analyzing the influence of independent variables on thedependent variable (Hair et al., 2016).

4. Research Result

This study emphasizes reliability and construct validity analysis as a critical step in measuringthe accuracy and reliability of measurement tools. Construct reliability is measured through Cronbach's Alpha and Composite Reliability values, both of which have an important role in ensuring that the measurement tool has good internal consistency. Standard factor loadings areused to describe the extent to which each construct can explain variations in the latent variablesmeasured. There is an accepted limit value of > 0.6 to ensure that each construct has a significantcontribution in explaining the variation of latent variables. In measuring reliability, Cronbach'sAlpha value is a key indicator. The minimum threshold required is > 0.7 to ensure that the construct has adequate internal consistency. Likewise, Composite Reliability is also an important aspect in assessing

construct reliability, and a value > 0.7 is considered a sign that the construct is reliable in measuring latent variables. Apart from reliability, this research also tested the validity of the constructs used. Construct validity can be identified through AverageVariance Extracted (AVE), which measures the extent to which variations in latent variables are reflected in the construct used. The minimum value limit accepted is > 0.6, which indicatesthat the construct has sufficient validity to measure latent variables accurately. Fig. 2 shows a research model conducted in measuring the constructs of latent variables and analyzing therelationships between variables.

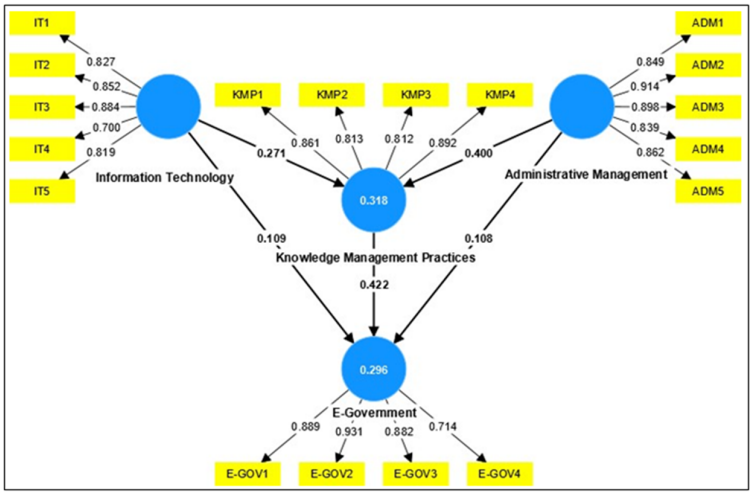

Fig. 2. Research Model

From the tests that have been carried out in Fig. 2 above, the standard loading factor values for the information technology variable range from 0.700 to 0.884. The administrative management variables obtained values in the range of 0.839 - 0.914. Variable knowledge management practices 0.812 – 0.892. Whereas for the E-Government variable, the standard loading factor value is obtained in the range of 0.714 – 0.931. The values obtained indicate thatthe construct used has a strong and significant relationship with latent variables. Furthermore, the Cronbach's Alpha value obtained for the variable information technology is 0.879, administrative management is 0.934, knowledge management practices is 0.870 and e- government is 0.880. The Cronbach's Alpha value obtained from each latent variable is greaterthan 0.7 which indicates that the questionnaire has a good level of internal consistency. This shows that the constructs used are correlated. In addition, the Composite Reliability values obtained from the variable's information technology, administrative management, knowledge management practices and e-government are 0.934, 0.935, 0.870, 0.880 respectively. The valueobtained (>0.7) indicates that the construct has a good level of reliability. Furthermore, the AVEvalues obtained from these four variables are 0.671, 0.762, 0.714, 0.737 respectively. The AVEvalue obtained is greater than 0.6, which means the construct used has a good level of validity.In more detail, the analysis test results can be seen in Table 1 below:

Table 1
Standard Loading Factor, Cronbach's Alpha, C.R. & AVE

Latent Variable	Construct	Std. LoadingFactor	Cronbach'sAlpha	CompositeReliability(C.R.)	Average Variance Extracted(AVE)
Information Technology	IT1	0.827	0.879	0.934	0.671
	IT2	0.852			
	IT3	0.884			
	IT4	0.700			
	IT5	0.819			
AdministrativeManagement	ADM1	0.849	0.922	0.935	0.762
	ADM2	0.914			
	ADM3	0.898			
	ADM4	0.839			
	ADM5	0.862			
Knowledge Management Practices	KMP1	0.861	0.866	0.870	0.714
	KMP2	0.813			
	KMP3	0.812			
	KMP4	0.892			
E-Government	E-GOV1	0.889	0.877	0.880	0.737
	E-GOV2	0.931			
	E-GOV3	0.882			
	E-GOV4	0.714			

Next, an R-square test was performed to measure the extent to which the variability of the dependent variable can be explained by the independent variables in the linear regression model. R-square values range between 0 and 1, the higher the value, the greater the proportionof the variability of the dependent variable that can be explained by the independent variable. The results

of the R-square analysis test in table 2 can be explained that the knowledge management practices variable obtained an R-square value of 0.318, which means that around31.8% of the variation in the knowledge management practices variable can be explained by independent variables (information technology and administrative management). This independent variable is able to explain around 31.8% of the variation in knowledge management practices. Meanwhile, the E-Government variable obtained an R-square value of 0.296, which indicates that around 29.6% of the variation in the variable can be explained by independent variables (information technology, administrative management, knowledge management practices). In other words, independent variables can explain almost 30% of the variation in E-Government.

Table 2
R-square test

	R-square	**R-square adjusted**
Knowledge Management Practices	0.318	0.304
E-Government	0.296	0.274

The next analysis test is to test the relationship between one variable and other variables. This hypothesis test is carried out to find out whether there is a positive or negative influence in therelationship between variables. The hypothesis can be accepted if the T statistics value obtainedis > 1.96 or can be seen with the P value obtained < 0.05. The first and second hypotheses in this study are to examine the effect of information technology variables on knowledge management practices and E-government variables. The third and fourth hypotheses test the influence of administrative management variables on knowledge management practices and E-government variables. Next, the fifth hypothesis tests the influence of the knowledge management practices variable on the E-government variable. Apart from that, this research also tests the role of the knowledge management practices variable as a mediating variable thatbridges the relationship between information technology and administrative managementvariables and the E-government variable.

Table 3
Hypothesis testing

Hypothesis	Standard deviation (STDEV)	T statistics (|O/STDEV|)	P values	Information
H1 Information Technology →Knowledge Management Practices	0.103	2.620	0.009	Significant
H2 Information Technology → E-Government	0.102	1.067	0.287	Not Significant
H3 Administrative Management →Knowledge Management Practices	0.073	5.467	0.000	Significant
H4 Administrative Management -> E-Government	0.11	0.982	0.327	Not Significant
H5 Knowledge Management Practices -> E-Government	0.104	4.049	0.000	Significant
H6 Information Technology ->Knowledge Management Practices -> E-Government	0.057	2.019	0.045	Significant
H7 Administrative Management -> Knowledge Management Practices -> E-Government	0.057	2.945	0.004	Significant

The results of the hypothesis test in Table 3 above show that the first hypothesis, the influenceof information technology on knowledge management practices, is said to be significant with the P values obtained being 0.009 (< 0.05). The results of this study are in line with research conducted by Hassan et al. (2018). However, the second hypothesis, the influence of information technology on e-government is not accepted because the P values obtained are more than 0.05 (0.287). This is contrary to research by Watrianthos et al. (2019). Furthermore,the results of the third hypothesis test in this study are in line with previous research conductedby Singh et al. (2021). Where administrative management has a significant effect on knowledge management practices as evidenced by a P value of 0.000. While the fourth hypothesis which states that administrative management influences e-government is rejected with a P valueobtained of 0.327 (> 0.05). The fifth hypothesis of this research concludes that knowledge management practices have a significant influence on e-government as evidenced by the p valueobtained being 0.000. Apart from that, the sixth and seventh hypotheses state that knowledge management practices in mediating the relationship between information technology and administrative management on E-Government have a significant influence. This is proven by the p values obtained, namely 0.045 and 0.004. This hypothesis strengthens the results of previous research conducted by AlMulhim (2023), where in his research he also placed the knowledge management practices variable as a mediating variable.

5. Conclusion

Based on the results of hypothesis testing that has been carried out in the context of this research, it can be concluded that the implementation of information technology has a significant relationship with knowledge management practices. This indicates that the adoptionof information technology can positively influence the implementation of practices related to knowledge management in government environments. However, the relationship between information technology and e-government in this study was not proven to be significant. This may indicate that the influence of information technology on E-Government adoption may be more complex and depend on other factors not measured in this study. Furthermore, administrative management has a significant relationship with knowledge management practices. This illustrates that effective and organized administrative management can have a positive impact on the implementation of knowledge management practices in government environments. However, administrative management in this study also does not have a significant effect on E-

Government. This suggests that administrative factors may not directlycontribute to the success of E-Government. Furthermore, knowledge management practices have a significant influence on E-Governmentwhich indicates that practices related to knowledge management can play a role in improving the performance and effectiveness of E-Government services. In addition, this study also showsthat the interaction between information technology and knowledge management practices, as well as interactions between administrative management and knowledge management practices, both have a significant relationship with E-Government. This shows that the combination of these factors together contributes to the success of E-Government services. Theresults of this research provide important insight that information technology, knowledge management practices, and administrative management have an important role in shaping an effective and efficient digital public service landscape.

The results of this study have significant theoretical implications in the context of developing E-Government and knowledge management practices in Indonesia. The finding that information technology has a significant influence on knowledge management practices and that knowledge management practices have a significant influence on E-Government reinforcesthe view that the application of information technology can promote efficiency and effectiveness in government through structured knowledge management practices. Furthermore, the finding that administrative management has a significant effect on knowledgemanagement practices contributes to an understanding of the importance of good administrative management in encouraging the application of knowledge management practices. These implications can provide insight to governments and related organizations regarding theimportance of integrating effective administrative management and knowledge management strategies.

In a practical context, these findings have an important impact on the development of government policies and strategies in implementing E-Government. Focusing on the application of information technology that supports knowledge management practices can helpincrease the acceleration of public services and government transparency. The government cantake concrete steps to ensure that Information Technology is implemented well and integrated with appropriate knowledge management practices. In addition, an understanding of theimportance of administrative management in promoting knowledge management practices canprovide guidance for organizations in optimizing administrative efficiency and directing humanresources towards strategies to improve knowledge practices.

References

Abbas, J., & Sağsan, M. (2019). Impact of knowledge management practices on green innovation and corporate sustainable development: A structural analysis. *Journal of cleaner production*, *229*, 611-620.

Abu-Shanab, E., & Shehabat, I. (2018). The influence of knowledge management practices one-government success: A proposed framework tested. *Transforming Government: People, Process and Policy*, *12*(3/4), 286-308.

AlMulhim, A. F. (2023). The impact of administrative management and information technologyon e-government success: The mediating role of knowledge management practices. *Cogent Business & Management*, *10*(1), 2202030.

Chen, Y. C., & Kim, Y. (2019). Adoption of e-government services by small municipalities. *International Journal of Organization Theory & Behavior*, *22*(2), 174- 190.

Cheshmehzangi, A. (2022). *ICT for high levels of human capital in cities: A shift towards E- government and knowledge-driven economies*. Singapore: Springer Nature Singapore.

Ferreira, J., Mueller, J., & Papa, A. (2020). Strategic knowledge management: theory, practiceand future challenges. *Journal of knowledge management*, *24*(2), 121-126.

Haamann, T., & Basten, D. (2019). The role of information technology in bridging the knowing-doing gap: an exploratory case study on knowledge application. *Journal of KnowledgeManagement*, *23*(4), 705-741.

Hair, Jr, J. F., Sarstedt, M., Matthews, L. M., & Ringle, C. M. (2016). Identifying and treatingunobserved heterogeneity with FIMIX-PLS: part I–method. *European businessreview*, *28*(1), 63-76.

Hassan, H. A., Asif, J., Waqar, N., & Abbas, S. K. (2018). The impact of knowledge sharing on innovative work behavior. *Asian Journal of Multidisciplinary Studies*, *6*(5).

Jatmikowati, S. H. (2021). A study of public policy implementation in e-administrationservices. *Academy of Strategic Management Journal*, *20*(2), 1-23.

Kareem, M. A., & Haseeni, Z. J. (2015). E-government and its impact on organizational performance. *International Journal of Management and Commerce Innovations*, *3*(1), 664-672.

Kaufmann, D., Mehrez, G., & Gurgur, T. (2019). Voice or public sector management? An empirical investigation of determinants of public sector performance based on a surveyof public officials. *Journal of Applied Economics*, *22*(1), 321-348.

Kuziemski, M., & Misuraca, G. (2020). AI governance in the public sector: Three tales from the frontiers of automated decision-making in democratic settings. *Telecommunicationspolicy*, *44*(6), 101976.

Licite-Kurbe, L., & Chandramohan, A. (2020). Characteristics and challenges of the Internet ofThings in entrepreneurship. *Rural Sustainability Research*, *43*(338), 27-34.

Lv, X., & Li, M. (2021). Application and research of the intelligent management system basedon internet of things technology in the era of big data. *Mobile Information Systems*, *2021*, 1-6.

Manoharan, A. P., & Ingrams, A. (2018). Conceptualizing e-government from local government perspectives. *State and Local*

Government Review, *50*(1), 56-66.
Martins, V. W. B., Rampasso, I. S., Anholon, R., Quelhas, O. L. G., & Leal Filho, W. (2019). Knowledge management in the context of sustainability: Literature review and opportunities for future research. *Journal of cleaner production*, *229*, 489-500.
Mazzucchelli, A., Chierici, R., Tortora, D., & Fontana, S. (2021). Innovation capability in geographically dispersed R&D teams: The role of social capital and IT support. *Journalof Business Research*, *128*, 742-751.
Meijer, A., Hart, P. & Worthy, B. (2018). Assessing government transparency: An interpretive framework. *Administration & Society*, *50*(4), 501-526.
Moore, S. (2018). Towards a sociology of institutional transparency: Openness, deception andthe problem of public trust. *Sociology*, *52*(2), 416-430.
Mouna, A., Nedra, B., & Khaireddine, M. (2020). International comparative evidence of e- government success and economic growth: technology adoption as an anti-corruption tool. *Transforming Government: people, process and policy*, *14*(5), 713-736.
Naruetharadhol, P., Srisathan, W. A., Gebsombut, N., & Ketkaew, C. (2021). Towards the openeco-innovation mode: A model of open innovation and green management practices. *Cogent Business & Management*, *8*(1), 1945425.
Ocampo, L., Alinsub, J., Casul, R. A., Enquig, G., Luar, M., Panuncillon, N., Bongo, M., & Ocampo, C. O. (2019). Public service quality evaluation with SERVQUAL and AHP- TOPSIS: A case of Philippine government agencies. *Socio-Economic Planning Sciences*, *68*, 100604.
Ode, E., & Ayavoo, R. (2020). The mediating role of knowledge application in the relationshipbetween knowledge management practices and firm innovation. *Journal of Innovation & Knowledge*, *5*(3), 210-218.
Qi, M., & Wang, J. (2021). Using the internet of things E-government platform to optimize theadministrative management mode. *Wireless Communications and Mobile Computing*, *2021*, 1-11.
Ratheeswari, K. (2018). Information communication technology in education. *Journal of Applied and Advanced research*, *3*(1), 45-47.
Roetzel, P. G. (2019). Information overload in the information age: a review of the literaturefrom business administration, business psychology, and related disciplines with a bibliometric approach and framework development. *Business research*, *12*(2), 479-522.
Sachan, A., Kumar, R., & Kumar, R. (2018). Examining the impact of e-government serviceprocess on user satisfaction. *Journal of Global Operations and Strategic Sourcing*, *11*(3), 321-336.
Sangki, J. (2018). Vision of future e-government via new e-government maturity model: Basedon Korea's e-government practices. *Telecommunications Policy*, *42*(10), 860-871.
Schmidthuber, L., Ingrams, A., & Hilgers, D. (2021). Government openness and public trust: The mediating role of democratic capacity. *Public Administration Review*, *81*(1), 91- 109.
Singh, S. K., Gupta, S., Busso, D., & Kamboj, S. (2021). Top management knowledge value, knowledge sharing practices, open innovation and organizational performance. *Journalof Business Research*, *128*, 788-798.
Sofyani, H., Riyadh, H. A., & Fahlevi, H. (2020). Improving service quality, accountability andtransparency of local government: The intervening role of information technology governance. *Cogent Business & Management*, *7*(1), 1735690.
Sulistiawaty, T., Surahman, F., Puspaningrum, I. I., & Wicaksono, Y. (2021). The impact of knowledge management, administrative management, information technology for e- government success. *Annals of the Romanian Society for Cell Biology*, *25*(4), 12728- 12741.
Tan, H., Zhao, X., & Zhang, N. (2022). Technology symbolization: Political mechanism of local e-government adoption and implementation. *International Review of Administrative Sciences*, *88*(2), 511-532.
Toshkov, D., Carroll, B., & Yesilkagit, K. (2022). Government capacity, societal trust or partypreferences: what accounts for the variety of national policy responses to the COVID- 19 pandemic in Europe? *Journal of European Public Policy*, *29*(7), 1009-1028.
Ubaedillah, U., & Pratiwi, D. I. (2021). Utilization of information technology during the Covid-19 pandemic: Student's perception of online lectures. *Edukatif: Jurnal Ilmu Pendidikan*, *3*(2), 447-455.
Watrianthos, R., Nasution, A. P., & Syaifullah, M. (2019). Model e-Government Pemerintahan Desa. *Majalah Ilmiah UNIKOM*, *17*(1), 53-60.
Yaghoubi, E. (2017). Good governance and health promoting of administrative system; explaining the role of electronic government. *Public Management Researches*, *10*(37), 203-222.