



Digital Governance Concepts in the Transformation of Modern Public Administration: A Literature Review

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Abstract

Background: Governments around the world face the challenge and need to transform their systems of government to provide effective and accessible services, information and knowledge through information and communication technologies.

Aims: This study aims to examine digital governance in modern public administration

Method: This research uses a qualitative method with a literature review approach (library research). Books and scientific journals as well as various sources of publications are secondary data used in this study. This research uses a technique in the form of data collection which is carried out by identifying and reviewing and analyzing literature relevant to the research topic.

Result: This study uses descriptive data analysis by grouping information based on the specified theme. This study obtained results stating that digital governance plays an important role in improving the efficiency of public services and expanding access to services as well as strengthening transparency and also supporting data-driven decision-making. Digital governance has also been proven to increase the resilience of public services in crisis situations and encourage information disclosure at various levels of government. However, its implementation still faces challenges in the form of limited technological infrastructure, low human resource competence, inequality of digital access, and a bureaucratic culture that is not fully adaptive.

Conclusion: In this case, the success of the transformation of modern public administration is not only determined by the availability of technology but also by policy support and strengthening of apparatus capacity as well as changes in institutional governance.

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INTRODUCTION

Problems in government around the world today are strongly recommended to change the government system to provide effective services and information and knowledge so that they can be accessed through information and communication technology (Ditasman & Amrullah, 2024). The development of digital technology has had a fundamental impact on the way public administration is run. The government has now begun to move to a digital governance paradigm, where the use of information technology and artificial intelligence (AI) as well as big data and online systems are the main components in the provision of public services (Halim et al., 2025).

In the realm of public administration, transitioning from a traditional paper-centric approach to a comprehensive digital framework is both a technological imperative and a tactical answer to the increasing expectations for quicker, clearer, and more accountable services from the public (Idrus et al., 2024; Ikwuanusi et al., 2024). Using technology in digital governance greatly affects how information and communication technology (ICT) is used to make government work more efficient, increase public participation, and support decisions based on data.

Modern public administration no longer only focuses on conventional bureaucratic aspects, but is also required to be able to integrate technology in every process. Digital governance is here as a solution to answer these challenges by utilizing digital technology in governance (Aryansyah et al., 2023; Lubis et al., 2024). The design in this case also involves the use of internet-based information systems and applications as well as digital platforms to improve the quality of public services and

community participation. The concept used in digital governance technology is a concept that refers to the use of digital technology in the governance process to improve the quality of governance. According to experts, digital governance not only includes *e-government* but also involves aspects of community participation and transparency and collaboration between the government and other stakeholders (Călin et al., 2022; Grigalashvili, 2023; Lubis et al., 2024).

The growth of information technology around the world has spread into many areas, such as how governments operate. To stay updated with continuous changes, the Indonesian government wants to use more electronic methods in its operations. This is done through a regulation called Presidential Regulation Number 95 of 2018, which was introduced by President Joko Widodo. This regulation focuses on setting up an electronic-based government system, known as SPBE. It is based on seven main ideas: being effective, integrated, sustainable, efficient, accountable, compatible with other systems, and secure (Afiqurrahman et al., 2022; Arman et al., 2024; Rachmawati et al., 2022).

In Indonesia, initiatives aimed at digital governance have been pursued through several policies, including the rollout of e-government and electronic-based government systems (SPBE). However, the execution still encounters numerous challenges related to infrastructure, human resources, and organizational culture. This indicates that transitioning to digital governance necessitates not merely technological advancements but also a shift in bureaucratic frameworks and perspectives (Karim et al., 2025; Xanthopoulou et al., 2023). In light of this context, the research questions formulated are 1. What does the concept of digital governance entail in contemporary public administration? 2. What advantages does digital governance provide for public services? 3. What obstacles are encountered in the implementation of digital governance? The objective of this study is to (1) explore the concept of digital governance within the context of the evolution of modern public administration. The primary focus of this investigation is to analyze the roles, advantages, and obstacles associated with digital governance as derived from various pertinent literature.

METHOD

In this study, the qualitative method with the literature review approach (*library research*) is the basis of the method used. The data used is secondary data obtained from various sources such as scientific journals and books as well as government reports and also uses data from other official publications. This study uses data from *Scopus* and *Google Scholar*. Data collection techniques are carried out by identifying and reviewing and analyzing literature relevant to the research topic. Data analysis was carried out descriptively by grouping information based on a predetermined theme from 2022-2026 on the grounds that the data obtained was still in a new category (Armas & Jugo, 2024; Bahri & Santoso, 2026).

Table 1. Digital Governance Journal Review

No	Author Name	Year	Title	Results
1	Zenal Arifin, Iwan Kurniawan Subagja, Azis Hakim	2025	<i>Digital Governance: A Case Study of Integrated Public Service Digitalization in Serang Regency</i> (Arifin et al., 2025)	The digitization of services through the "Serang Tatu" application increases the efficiency and access to services, but it is not yet optimal in its utilization.
2	Giuseppe Grossi	2022	<i>The fate of accounting for public governance development</i> (Grossi & Argento, 2022)	Digital governance improves the efficiency, transparency, and effectiveness of public services through the use of digital technology. The challenges are digital inequality and social risks

3	Rakibul Hasan Chowdhury	2022	<i>Digital government initiatives and national resilience: How digital governance frameworks were transformed post- COVID to maintain national services</i> (Chowdhury, 2022)	Digital transformation <i>governance</i> during the COVID-19 pandemic increased national resilience through digitization of public services, the use of <i>real-time data</i> , and digital infrastructure such as digital identity and service platforms
4	Desy Nirmala Setyawati & Rachma Fitriati	2023	Digital Governance in Information Disclosure (Setyawati & Fitriati, 2023)	The implementation of <i>digital governance</i> in the House of Representatives of the Republic of Indonesia in the publication of minutes has gone quite well and supports the disclosure of public information, but it is not optimal because there are no special regulations related to the publication of minutes and there is no standard for the preparation of minutes
5	Basnendar Herry Prilosadoso, Maryam Salampessy, Afif Syarifudin Yahya, Dedy Afrizal, Yohanes Jibrail Mado	2024	<i>Socialization of Improving the Quality of Public Services Through Digital-Based Integrated Village Governance in Villages</i> (Prilosadoso et al., 2024)	Improving the quality of village public services can be done through website-based digitization and training of village officials in the use of technology, so that services become more effective and easily accessible to the community

Diversity in public services encourages the emergence of new forms of service. The various types of services provided to the community show a tendency towards service innovation. From Presidential Regulation (Presidential Regulation Number 95, 2018) concerning an electronic-based government system, it is explained that the efficiency of electronic implementation is the optimization of the use of resources that support the appropriate SPBE. Digital transformation can greatly help make public services more efficient when looking at how governments and public organizations operate (Daulay et al., 2025; Sangaji & Irianto, 2025). Using digital technology in different areas of public administration can make internal tasks like managing data, storing records, and sharing information between departments more efficient (Mountasser & Abdellatif, 2023).

RESULTS AND DISCUSSION

Results

Obtained from a literature review of various studies in 2022–2025, *digital governance* shows an important role in the transformation of modern public administration. The results have shown that the use of digital technology drives a change from a previously conventional public service system to a more integrated, fast and data-based system. The literature analyzed in this study confirms that digital governance is not only related to the use of technology, but also concerns changes in governance, bureaucratic work patterns, and relationships between the government and the community. We can see it in **Fig.1** and clarified in **Fig.2**

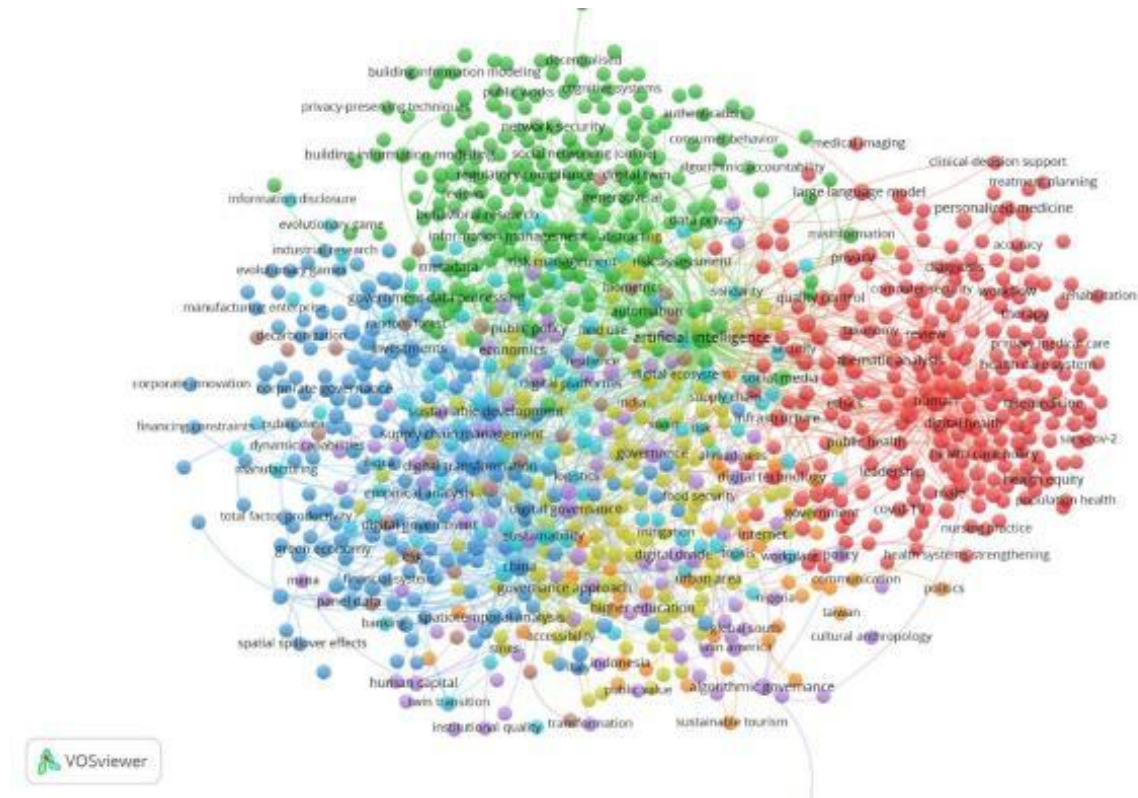


Figure 1. Network Visualization

Based on the VOSviewer bibliometric map in figure 1, there are several main groups that show the research theme on digital transformation and digital management. The Red Group discusses a lot about health, such as digital health, health systems, telemedicine, public health, diagnosis, and artificial intelligence. This group shows how digital technologies are used in healthcare and public services. The Green Group focuses more on data security and regulation, with topics such as artificial intelligence, data privacy, network security, *digital twins*, regulatory compliance, and risk management. This theme highlights the importance of protecting data and following the rules when implementing digital technology. The Blue Group discusses changes in organizations and governance, with keywords such as digital transformation, digital governance, corporate governance, public data, and supply chain management. This group shows the relationship between digital technology and increased efficiency in organizational and government management. Meanwhile, the Yellow and Purple Groups are at the center of the network with topics such as digital governance, inefficiency, digital imbalance, government approaches, public values, and algorithmic governance. This position shows that digital management is a link between various research themes, ranging from technology, governance, sustainable development, to public services.

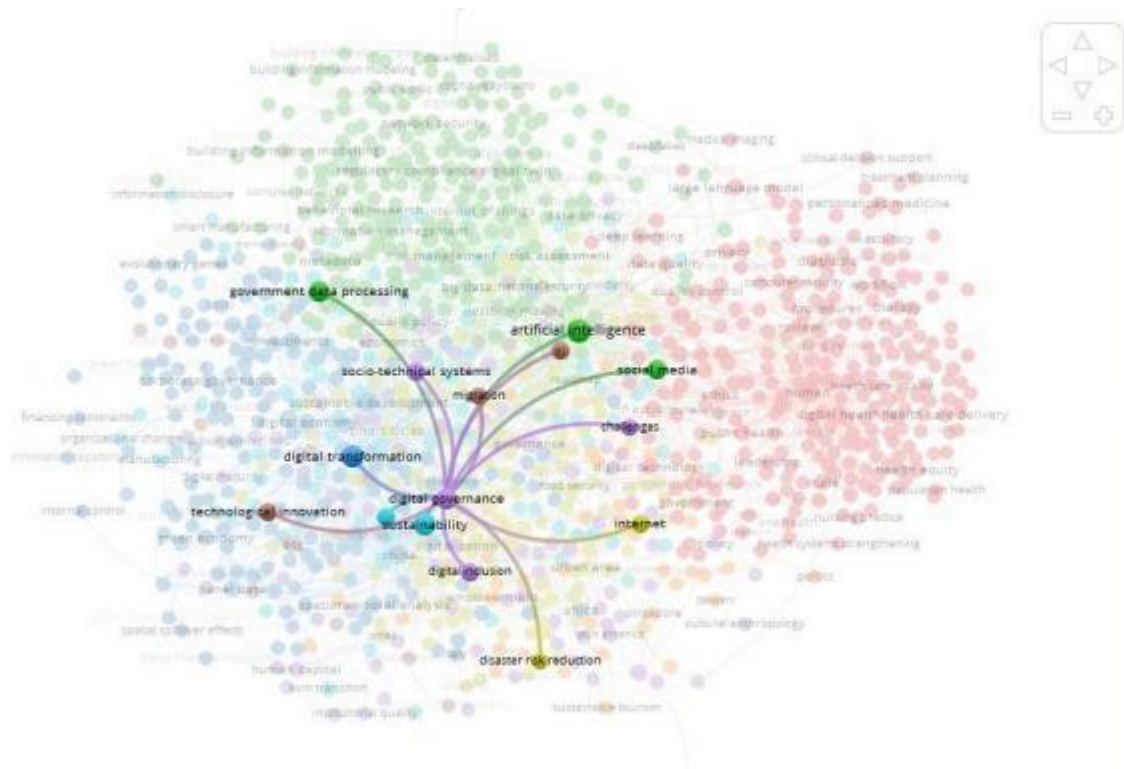


Figure 2. Network *Digital Governance Visualization*

Figure 2 highlights the most prominent keywords including digital management, artificial intelligence, digital transformation, sustainability, digital governance, and public policy. These keywords have a lot of connections with other groups, making them a central theme in research networks. The relationship with digital governance is that digital governance functions as a basic concept that combines the use of digital technology, artificial intelligence, data protection, and governance transformation to improve public service effectiveness, transparency, accountability, and data-driven decision-making. The position of digital governance in the middle of the network shows that this concept is a vital link between technological innovation and current government practices (Fitriani, 2025; Pini et al., 2026).

DISCUSSION

This research is also supported by the results of a study from the research of Arifin et al. (2025) showing that the digitization of public services through the "Serang Tatu" application is able to improve service efficiency and expand public access to public services. The service process becomes more practical because people can access services online without having to come directly to government offices. However, the study also found that its use is not optimal because there are still limitations in public understanding and the readiness of apparatus in operating digital systems.

These findings are in line with the research of Grossi & Argento, (2022) who emphasized that digital governance contributes to increasing the efficiency, transparency, and effectiveness of public services. Through the use of information technology, the government can speed up the administrative process, increase information disclosure, and support more accurate decision-making. However, this study also highlights challenges in the form of digital inequality, especially related to access to technology and people's ability to utilize digital services. This condition shows that digital transformation has not been fully felt equally by all community groups.

Furthermore, research by Chowdhury, (2022) shows that digital governance has a strategic role in maintaining the resilience of public services, especially during the COVID-19 pandemic. Digital transformation allows the government to continue to run public services through the use of real-time data, digital identities, and online service platforms. This shows that digital governance is an important instrument in maintaining the sustainability of public administration in crisis situations.

In the aspect of information disclosure, research by [Setyawati & Fitriati \(2023\)](#) found that the implementation of digital governance in the House of Representatives of the Republic of Indonesia has supported the publication of information to the public. The publication of digital minutes provides easy access to public information. However, its effectiveness has not been maximized because there are no special regulations and standards for the preparation of minutes. These findings show that the success of digital governance is not only determined by the availability of technology, but also requires clear regulatory support and strong institutional governance.

At the village government level, research by [Prilosadoso et al. \(2024\)](#) shows that website-based digitization and training of village officials are able to improve the quality of public services. The use of digital platforms makes it easier for people to obtain information and administrative services. These results show that digital transformation is not only relevant at the central government level, but can also be applied to local government up to the village level. Overall, the results of the study show that digital governance provides three main benefits in modern public administration.

First, increasing efficiency through accelerating service processes and reducing bureaucratic procedures. Second, it strengthens transparency and accountability because public information can be accessed more openly. Third, encouraging community participation through the use of digital platforms as a means of interaction between the government and citizens ([Mishra et al., 2025](#); [Wilsonotomo et al., 2025](#)).

However, putting digital governance into practice still has some big challenges. These include not having enough good technology, not having skilled people, differences in access to digital tools between areas, and an organizational culture that is slow to change ([Dzulkifli et al., 2023](#)). Therefore, the transformation of modern public administration is not enough just by providing technology, but also requires strengthening the capacity of the apparatus, consistent policy support, and changing the bureaucratic work culture towards more innovative, collaborative, and responsive governance to the needs of the community ([Aneta et al., 2023](#); [Lambert et al., 2024](#)).

Implications

This study implies that the successful implementation of digital governance requires a holistic approach that extends beyond technological adoption. Governments should prioritize strengthening digital infrastructure, enhancing the digital competencies of public officials, and establishing supportive regulatory frameworks to ensure effective, transparent, and accountable public service delivery. Furthermore, the findings emphasize the importance of organizational culture transformation to foster innovation, collaboration, and responsiveness in modern public administration. These implications are particularly relevant for policymakers seeking to accelerate digital transformation initiatives at both national and local government levels.

Research Contribution

This study contributes to the literature by providing a comprehensive synthesis of recent studies (2022–2026) on digital governance in modern public administration. It identifies the key roles of digital governance in improving service efficiency, transparency, accountability, citizen participation, and crisis resilience while highlighting the major implementation challenges, including infrastructure limitations, digital inequality, and organizational readiness. Additionally, this review integrates findings from various empirical studies into a unified conceptual understanding that can serve as a reference for future research and policymaking on digital governance.

Limitations

This study has several limitations. First, it relies exclusively on secondary data obtained through a literature review, which limits the ability to validate findings through direct empirical evidence. Second, the analysis focuses primarily on studies published between 2022 and 2026, potentially excluding earlier foundational research relevant to digital governance. Third, the findings are descriptive in nature and do not quantitatively measure the effectiveness of digital governance implementation across different governmental contexts.

Suggestions

The suggestion in this study is the first for the government, the government must accelerate the distribution of digital infrastructure to villages and develop strict rules related to public information transparency standards. This effort needs to be supported by flexible employees by improving technological capabilities and changing the bureaucratic work culture to be more sensitive. On the other hand, for future research, it is recommended to use empirical methods or field studies to assess the real impact and effectiveness of this digital management system directly among the community.

CONCLUSION

Based on a review of the literature, it can be concluded that digital governance is a crucial element in the change of public administration in the modern era. The use of digital technology in government management can improve service efficiency, expand public access to various public services, strengthen transparency and accountability, and invite public participation in government processes. The research also found that digital governance has a strategic role in maintaining the continuity of public services during crises and can be applied at all levels of government, from the central government to village governments.

However, the implementation of digital governance still faces various obstacles, including limited technological infrastructure, low human resource capacity, unequal digital access between regions, and bureaucratic organizational culture that is not fully responsive to change. Therefore, changes in public administration in the modern era require support not only from technology, but also from strengthening employee capacity, sustainable policies, and institutional structure reform in order to create a government that is more effective, innovative, collaborative, and responsive to the needs of the community.

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