

Hybridizing Technology In Organizational Communications In Government

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ABSTRACT

The development of industry 4.0 has blurred the distance between the government and society through hybridization of technology that is applied by the government to support government transformation at the organizational and bureaucratic levels which can improve changes in organizational relations for the better. This can be seen from the new application that is used to become a bridge between the government and its citizens. In addition, the use of technology in the implementation of government performance that is more effective and efficient causes government organizations to be far from being as rigid as what has been attached to organizations so far. This research is a meta-synthesis research with a qualitative meta-aggregation approach. The results of the study show that based on the application of technology in government organizations, hybridization of technology within government organizations requires integration between information technology and social sciences, because technological hybridization is basically an organization that must be regulated.

Keywords : *hybridization; technology; government organizations; science integration.*

INTRODUCTION

In many facets of life, the rise of industrial revolution 4.0 has characterized the growth of modern civilisation. As a result of the phenomenon of the Internet of Things (IoT), big data, automation, robotics, cloud computing, and artificial intelligence, disruptive technology is permeating society and causing rapid change. This disruptive phenomenon brings us to the challenge that will change the fundamental human life. Starting from

the style of work, mindset of people, and ability to adapt to the new environment.

Due to its applications in a wide range of fields, including smart cities, home automation, wearable technology, etc., and its ability to significantly improve human life through integration with other technologies, such as cloud computing and artificial intelligence, the Internet of Things (IoT) is the most innovative and alluring technology of today without which it is almost impossible to imagine the future (Bansal, Sirpal, & Choudary, 2021).

It is including the pattern of the organization, whether in the organization at the micro, meso, or macro level. It happens on private and government organizations. Private organizations are alleged to have gradually begun to adapt to the changes. But we also see from the style of government organization, the question is whether the organization style loaded with rigid bureaucracy will be able to face the challenge of this revolution as part of the change that must be addressed by all parties?

A work organization's communication must be regarded from two perspectives: the management perspective and the employee relations perspective. Management communication and interpersonal communication are thus two types of organizational communication (Hasibuan, 2016). Each institution or organization engages in management operations that are often concerned with initiatives to create a cohesive team or group of individuals by employing available resources to accomplish specific objectives in a predetermined organization (Ruslan, 2007). In order to manage an organization appropriately, effectively, and seamlessly, management tasks are crucial (Anda, Alfian, & Syas, 2021).

According to Arni Muhammad, corporate communication defines organizational communication as the exchange of information inside large, complex organizations. Internal communication, human relations, managing union relations, upward communication, or communication from subordinates to superiors, and horizontal communication, or communication from

people at the same level or level in the organization, are all included in this field (Muhammad, 2015).

Based on research conducted by Rina Wiyanti, et al. (2020), there are two types of media used by the government in conveying information or messages, namely electronic and non-electronic. Electronic media such as WhatsApp, e-mail, short messages, and telephone. While non-electronic media such as letters, bulletin boards or magazines (Wiyanti, Hasan, & Usman, 2020).

Another study by Evi Novianti, et al. (2020) demonstrates how the government uses new media to enlighten the population. Social media is a medium used by internal, external, and even public personnel for collaboration, discussion, and communication. Although each social media platform has benefits and drawbacks, Instagram is the most widely used platform for doing its tasks. This is evident from the enormous number of followers as well as the comments left on each Instagram activity post (Novianti, Nugraha, Komalasari, & Komariah, 2020).

Social media has quickly become "a crucial component of e-government" due to increased citizen expectations and the need for government innovation (Bertot, Jaeger, & Hansen, 2012). The ability to "rethink conventional boundaries between individuals, the public, communities, and tiers of government" in ways that "dramatically alter how the public and government engage, find solutions, and deliver services" is what academics see in these new interactive channels (Linders, 2012).

The development of industrial revolution 4.0 in governmental

organizations creates no shift in the political and economic landscape, including organizational relationships that must deal with these exponential changes. It appears that change is the key to adapting to the fourth industrial revolution. The government must inevitably follow this pattern in order to adapt to any changes brought on by the fourth industrial revolution.

New technologies have made possible a large number of public information services. With the massive development of computer and communication technology, it allows us to manage more programs and reach more audiences and communities than in previous decades. Even in some cases, citizens can do business with government agencies directly from home without entering a government office or handling government employee interventions (Dawes, 1994). Information technology can enable many users to be able to integrate services between one program and another and with the organization, making users more responsive and faster to various audience needs.

According to Edi Cahyono, Deputy Experts 1 of the President's Staff, quoted in the *Harian Ekonomi Neraca* column, institutional development of bureaucratic organizations through planned and measurable transformation is required in order to address the issue that characterizes the weakness of government organizations in general. This includes the need to enhance responsiveness, transparency, build accessible systems, and enable "checks and balances" (Cahyono, 2018)

The leadership style, workplace culture, work force process, and

organizational structure developed so that they are adaptable to change and can speed up bureaucracy in licensing, serving the investment, and improving the nation's competitiveness, Cahyono added, are strongly influencing factors in the transformation of government organizations in Indonesia (Cahyono, 2018)

A study conducted by Bloomfield and Hayes (2009) identifies that technological transformation within the body of government organizations impacts on the pattern of government organization that is customer-oriented future (Bloomfield & Hayes, 2009). The idea that government departments should be able to reach the community was first raised by Clegg in 1990 which he termed the de-differentiation of the organization. Clegg claims that the idea of integrating departments through new corporate contact centers and establishing multiple channels of communication and service delivery with the community can be viewed as a process of organizational de-differentiation. This suggests a departure from traditional bureaucratic design (Bloomfield & Hayes, 2009).

According to Bloomfield and Hayes, the fusion between government and society in relation to government bureaucracy is closely related to technological hybridization where technology mediates governance in regulation and decision making (Bloomfield & Hayes, 2009). This can be seen from the development of technology that began to infiltrate the government and with the application of various technologies to facilitate the work of the government and to get closer to the community.

Nearly every modernization effort of Western democracies includes e-Government initiatives (Bonson, Torres, Royo, & Flores, 2012). Governments all across the world are under pressure to modernize and change the way their bureaucracies interact with citizens in the twenty-first century. According to the OECD (2003), e-Governance is "the use of ICTs, and notably the internet, as a tool to achieve better government," which refers to a method for transforming public administrations with the aid of ICTs. E-government is being used for a number of reasons, including to increase transparency and accountability and to shift the public's previous passive status as customers or clients (Dimitriu, 2008).

The COVID-19 epidemic has drastically altered public attention, and these changes will probably last for a very long period. In the end, this could result in substantial technological advancements that are underappreciated (Grinin, Grinin, & Korotayev, 2022).

This paper seeks to elaborate how the industrial revolution 4.0 obscures the gap between government and society through government-initiated technology hybridization to support the transformation of government at the organizational and bureaucratic levels that can improve organizational relations change better.

RESEARCH METHODS

The Francis and Baldesari meta-synthesis method with a qualitative meta-aggregation approach is used in this study to answer the synthesis of research questions with a conceptual approach. Results from qualitative descriptive research are synthesized using the

qualitative approach in meta-synthesis. Meta-synthesis is a technique for synthesizing (summarizing) the findings of qualitative research. Meta-synthesis is a method of combining data to develop new theories, concepts, or a more in-depth understanding, according to its description (Perry & Hammond, 2002)

In meta-synthesis (qualitative data synthesis) there are 2 (two) approaches, namely meta-aggregation (meta-aggregation) and meta-ethnography (Lewin, 2008). Meta-synthesis is a synthesis that aims to answer research questions by adapting important points from various research results and taking the essence of the research results. While metaethnography is a synthesis that aims to elaborate on new theories in order to add to the treasures of existing theories.

In the meta-aggregation approach, research topics are broken down into certain groups in order to build a conceptual framework. After these groups have been described, the next step is to search for related research articles and take the gist of them and compare one to the other. In the meta-aggregation approach, the results of the synthesis are the results of various research results that are appropriate and grouped with related themes.

Francis and Baldesari identified steps in meta-synthesis (Francis & Baldesari, 2006):

- 1) Formulating the Review Question
Finding out how technology hybridizes within government entities is the main goal of this study. A few questions have been created with the intention of obtaining the response from the findings of this literature research.

Question 1 (Q1): In what publication forums the discussion of technological hybridization in government organizations is published?

Question 2 (Q2): What are the problems / issues found in existing research?

Question 3 (Q3): How does each concept's contribution to integrating technological hybridization in government organizations?

2) Conducting A Systematic Literature Research

The papers on the SAGE internet page (<https://www.journals.sagepub.com>) will be used as the data source for this review of literature. The more data sources are used, the possibility of finding the appropriate literature is also greater. The search strategy is built through the determination of keywords and synonyms from the focus of the study.

3) Screening and Selecting Appropriate Research Articles

Searching for articles that are relevant to research will certainly produce a lot of research. Therefore, it is necessary to carry out further identification in order to obtain papers that can be used as the main reference. This identification was carried out using inclusion and exclusion criteria. These criteria will ensure that the research used is research that is truly in accordance with the research context that we will examine.

a) inclusion criteria

- papers that describing concepts, benefits, techniques, methods, strategies, and everything in the application of technological hybridization in government organizations

- paper presented in English.

b) exclusion criteria

- Papers that only focus on the discussion of technology hybridization

- Papers that only focus on the discussion of government organizations

- Papers that focusing on government organization discussions with discipline concepts other than technological hybridization

4) Analyzing and Synthesizing Qualitative Findings

Scanning are used in the selection of papers in all studies that are candidates for primary papers. Scanning is done by reading the abstract section of the paper. Then, based on the inclusion and exclusion criteria made, it will be determined whether the paper can be used as a primary paper or not.

5) Maintaining Quality Control

The next step is to execute a search on the website page that is used as the data source. This step produces 31 papers that can be used as the main study.

6) Presenting Findings

The application of inclusion and exclusion criteria was done by reading the abstracts of all the main studies. In this section, it produces 5 primary study papers that match the criteria, as shown in Table 1 below.

Table 1. Result of inclusion and exclusion criteria
Source: author

Year Published	Journal
1994	Dawes, S.
2002	Perry, A., & Hammond, N.
2004	Coglianesse, C.
2009	Bloomfield, B., & Hayes, N.
2012	Pardo, T., Nam, T., & Burke, G.

RESULTS

a. Technology Developments in Government Organizations

According to Dawes (1994), there are two trends in the implications of technological developments in government organizations. First, new government jobs and organizational patterns that are explicitly related to information resources as a management and policy concern have been created by information technology and the idea of information resource management (Dawes, 1994). To manage technology and make better use of electronic information, the state creates information management and policy organization and appoints appropriate and specialized managers to direct the source of information to audiences. In managing technology-based information, the government is concerned about regional information policies, privacy concerns, access and dissemination responsibilities, technology standards, data integrity, and information sharing (Dawes, 1994).

Additionally, according to Dawes, the second effect is much broader: the technology can be used to alter the structure and management procedures of all kinds of organizations, particularly government agencies that are large and complex (Dawes, 1994). According to Peter Keen, modern businesses and government agencies may not use technology to its full potential, but many are already getting too complex (Dawes, 1994). These organizations are frequently run with the addition of additional administrative layers and even more complicated procedures. Keen also argues that while network-based information technology can support a

very different management approach, it also requires a different organizational perspective than traditional organizations.

Information-based technologies redefine traditional organizational forms, management hierarchies, decision-making procedures, and individual work roles as a result of technological exposure (Dawes, 1994). This fosters a new form of organization, such as a team / division that has its own rules and the horizontal networks that are formed within the organization among members.

Data innovation turns into a method for improving on the hierarchical design, zeroing in on the turn of events and coordination of enormous undertaking information assets, and by empowering simple correspondence among laborers and between areas (Dawes, 1994). This transformation means we have to redefine, what the company does and how they do it in relation to the application of technology in the body of the organization. Changes of this kind affect every worker, every position, and every level of the organization.

According to recent research, large, highly structured institutions with formal and standardized human resource systems, such as government agencies, have trouble harnessing new technology and adapting to the organizational changes caused by it (Dawes, 1994). This trend is at odds with the traditional approach to labor management, but technology will continue to advance rapidly, and it will undoubtedly have an effect on state government organizations.

b. Hybridization Technology on the Body of Government Organizations

According to Bloomfield and Hayes, hybridization of technology is the embodiment of organizations in technology, for which technology must be regulated (Dawes, 1994). That way, rapid technological developments make it one with the organization. Bloomfield and Hayes identify even though the technology is automated, but in practice it should be enforced as an organization and therefore there must be clear rules so as not to escape from the original organizational goals and objectives, especially in public service organizations such as government organizations. The technological hybridization challenge further addresses the problem of rigid and rigid bureaucracy and how to make this technology work without disturbing the fundamentals of government organizations.

Information technology is designed to penetrate interdisciplinary knowledge. In a similar vein, some professionals in the fields of information technology and information resource management are in the business of connecting various organizational units, divisions, programs, and technical tools. It also means participating in intergovernmental and intergovernmental arrangements in government. Organizations that integrate technology for inter-institutional or intergovernmental convenience and connections will succeed with broad expertise and understand multiple perspectives, because of the large flow of information that can be obtained (Dawes, 1994).

The integration of information technology could be advantageous for governmental operations. Instead of being duplicated, information may now

be shared thanks to technology. This removes the geographic and spatial constraints on public services (Dawes, 1994). The requirement to justify this hybridization function is reflected in emerging management models that prioritize multifunctional teamwork, more horizontal management hierarchies, and shared information bases.

Hybridity has become a metaphor or conceptual framework for rethinking post-bureaucratic arrangements among scholars and academics seeking to move away from the limitations of dichotomous or binary schemes; hybridity denotes the coexistence of things or characteristics that are thought of as separate or even mutually exclusive. Nevertheless, for some scholars and academics, bureaucratic/post-bureaucratic hybridization is seen as something that is inherently (Dawes, 1994). According to Hogget (1996) the public sector moving from the bureaucracy to the form of post-bureaucratic control is from the hybridization of the mutual innovation of the dysfunctional redrawing of bureaucratic control (Dawes, 1994).

The results of Bloomfield and Hayes's research consider how technology plays a role in the organization of modernization in government that adopts electronics. This opens the way for the emergence of hybridization configurations that can be seen in the front-back office division involving tasks and routines with interconnected computer systems with new technologies, cross-functional working patterns, internal-oriented bureaucratic controls and customer focus (in this case is a citizen) a new external oriented (Bloomfield & Hayes, 2009). The

new hybrid configuration enables local governments to achieve central government targets in citizen-centered services; regional representatives can operate at a certain level cross-functionally in relation to customers and still retain most of their departmental differentiation. In his observations, Bloomfield and Hayes (2009) point out that in the new organizational pattern due to technological hybridization in terms of the division of labor and the processing of tasks with local e-government models, it is precisely and effectively to be a benchmark against the centrality of citizens. The realization of customer focus and governance depends on new technology and instead replaces traditional bureaucracy through the need to modernize and make citizens a customer and service delivery center point (Bloomfield & Hayes, 2009).

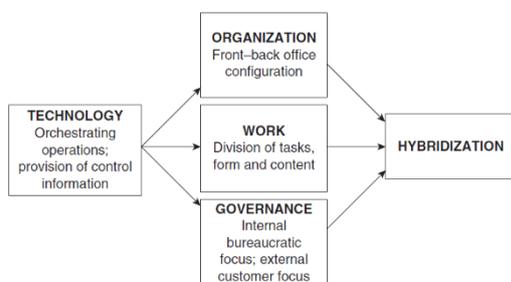


Fig 1. Mediation Technology from Hybridization

Source: (Bloomfield & Hayes, 2009)

The development of industry 4.0 has obscured the distance between government and society through the technological hybridization applied by the government to support the transformation of government in the organizational and bureaucratic levels that can improve the change of the better organizational relations. This is evident

from the number of new applications used to be a bridge between the government and its citizens. In addition, the use of technology in the implementation of the government's more effective and efficient performance has led government organizations to be far from the rigid and rigid dogma as it has traditionally been attached to the organization. This has become a worldwide phenomenon, and even today in Indonesia has already begun to be implemented. In accordance with Eddy Cahyono's statement regarding the challenge of the Indonesian government in relation to technological developments and entering the industrial revolution 4.0.

The development of new technologies as well as the adaptation of current technology to the decision-making process will determine how far decision-making advances. The use of technical advancements is particularly noticeable in fields like modeling, natural language processing, and human-machine interaction technologies. Research conducted by Cary Coglianese (2004) identifies specific issues aimed at developing new technology and information applications for governmental organizations including the following (Coglianese, 2004):

- a) General simulations (such as applications designed to aid economic analysis of the country) are designed to be useful for various regulatory issues or for various regulatory agencies.
- b) Software designed in such a way as to perform automated checks on various archived documents for internal and external consistency
- c) Tools of the new technology are designed to perform automatic cross-

indexing, meaning they can be linked to related rules, other records, and other relevant documents

d) For a variety of users, including both specialized agencies and regular individuals, the regulatory system can be made to be understandable and simple to use. What organizational and technical framework will enable the most effective and transparent transmission of the intricate rules and related procedural issues?

e) Government agencies can develop technologies that enable interactive input from citizens and can encourage more community members to participate more actively in the various regulatory processes. Even so with the most technology can support interactive dialogue between government staff members and private stakeholders

f) Government employees can be assisted by tools developed using new technology in processing and analyzing community feedback. Systems can be created to classify, compile, and produce responses to public comments.

In the implementation of technology in government organizations required the readiness of technology (technology readiness). This is explained by Pardo, Nam, and Burke (2011) about the readiness of technology:

Technological readiness	Secure environment	Rigorous policies, practices, procedures, and technology that defines the security environment
	Technology acceptance	Acceptance, enthusiasm, and comfort toward changes in technology and innovations driven by technology
	Technology knowledge	Knowledgeable staff with experience in compiling, storing, and sharing information and knowledge
	Technology compatibility	Standardized, consistent and interconnective platforms, infrastructures, and applications

Fig. 2: Technological Readiness
Source: (Pardo, Nam, & Burke, 2012)

The category of "technology ready" has four components: a safe environment, acceptance of technology, technological expertise, and technological compatibility. In order to determine whether management policies, training, and practices are in place to support them, the dimensions of a secure environment are used to measure the extent to which the necessary security procedures for data, applications, systems, and networks exist. (Pardo & Nam, 2008b) (Pardo, Nam, & Burke, 2012). It's also crucial to consider how security policies and procedures are established and modified as necessary.

Reception technology focuses on how government employees in organizations taking part in interoperability programs feel about new technologies. Employees that have a lot of experience with innovation are more receptive to it, more at ease with it, and more excited about the potential of new tools and processes. Changes must be thoroughly assessed for organizational satisfaction and adoption (Scholl, 2005) (Pardo, Nam, & Burke, 2012), Adapting management approaches (human resource management, training, and knowledge empowerment) is necessary to lessen the resistance to change that comes naturally and to make it easier to employ and integrate new technologies (Irribaren, et al., 2008) (Pardo, Nam, & Burke, 2012).

The existing and emerging degree of technological knowledge, as well as the technical training and expertise of government employees in knowledge management and capture, are all included in the capability dimension of knowledge. Interoperability ignorance hinders the

uptake of e-government applications (Ebrahim & Irani, 2005) (Pardo, Nam, & Burke, 2012). There will be a sufficient number of employees with training in and experience using technology for information exchange in the technological ability category.

Standards for hardware and software that have been agreed upon, connectivity between businesses, and personnel with extensive experience in information-sharing and integration operations are all examples of technological compatibility (Pardo & Burke, 2008b) (Pardo, Nam, & Burke, 2012). Data sharing, standards, and interconnection are important aspects of technical compatibility. Although differences in information systems, standards, and inherited infrastructure present significant obstacles that significantly limit the potential benefits of integration and information sharing, appropriate policies and procedures for the choice and incorporation of the proper standards are important factors in promoting greater interoperability (Pardo, Nam, & Burke, 2012).

Based on the application of technology in government organizations, in the hybridization of technology within the body of governmental organizations, the need for integration between the science of information technology and social, because hybridization technology is also basically an organization that also must be regulated.

It takes observation from many domains, including social science and information, to take advantage of greater technical potentials in the creation of laws in government organizations. The influence that technology-based tools

have on decision-making and government agency regulations will be able to be assessed with the use of coordinated input from many disciplines, leading to the development of more efficient and better uses of technology.

Informational research and social science research can both contribute in unique ways and work well together. For instance, social science research will be required to comprehend the actions of people and organizations that define the regulatory process. Additionally, social science research can serve as a foundation for understanding how new technology-based applications can enhance the regulatory process. Additionally, it can give the fundamental information required to recognize how technology has changed the way rules are produced.

According to Hovy (2003), information science research will be essential for advancing the use of technology in the regulatory process (Coglianese, 2004). A social scientific perspective on organizational processes, underlying decision-making, and underlying regulatory policies might be useful in information science research. Social science research, for instance, can help information scientists create systems that can address these reasons and better serve the requirements of society by determining the root of issues in the rule-making process.

The most frequently used phrase to describe this digital change and the corresponding shift in politics is "e-governance." The evolution of e-governance is being pushed and pulled by several reasons (Moon, Welch, & Wong, 2005). The former comprise political

initiatives and changes that come from within a government with the overriding goal of enhancing governance and executive function (Umbach & Tkalec, 2022).

As a global phenomenon, e-government has an impact on citizens, academics, and practitioners. It makes use of information technology (IT) and information system (IS) capabilities to provide public administration and service at the local, regional, or even national level. More specifically, e-government provides platforms and communication channels for corporations, government entities, and individuals, as well as their individual and collective interactions (Grant & Chau, 2006). IS scholars advance the body of knowledge regarding e-government by developing new information systems for the public sector in addition to doing empirical research on the factors influencing e-government adoption (Carter, Yoon, & Liu, 2022).

Since public services are now provided digitally, the government is one of the entities feeling the effects of digitization as a result of the implementation of e-government. The government's efforts to adapt to the post-COVID-19 pandemic society and enhance public services are anticipated to be aided by this shift to digitalization. Generally speaking, many individuals are aware of and utilize e-government services, such as school digitalization and information systems, regional information searches, tax payments, managing civil registration, and holding auctions. E-government is evolving and needs to be adjusted to the circumstances of the time. Future attitudes and actions will change as a result, and it encourages adjustments in

the current bureaucracy (Hariguna, Rahardja, & Sarmini, 2022).

Institutional research will also be helpful for determining the organizational limits that new technologies must function inside (Fountain, 2001) (Coglianese, 2004). No matter how advanced their technology, information systems that do not meet the institutional or institutional needs of agency officials will prove to be unsuccessful (Lubbers, 2002) (Coglianese, 2004). Therefore, efforts to improve government organizations better and closer to the community need to integrate technological and institutional analyzes, taking into account the explicit needs and constraints of the organization in designing information systems.

CONCLUSION

The development of industry 4.0 has obscured the distance between government and society through the technological hybridization applied by the government to support the transformation of government in the organizational and bureaucratic levels that can improve the change of the better organizational relations. This is evident from the number of new applications used to be a bridge between the government and its citizens.

In addition, the use of technology in the implementation of the more effective and efficient government performance has led government organizations to be far from the rigid and rigid dogma as it has traditionally been attached to the organization. Based on the application of technology in government organizations, in the hybridization of technology within the body of governmental organizations,

the need for integration between the science of information technology and social, because the hybridization of technology is also basically an organization that also must be regulated.

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