

The Determinants of E-Governance Excellence; A Systematic Review

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Abstract: *E-governance excellence has become a key priority for public-sector institutions seeking to improve service delivery, transparency, accountability, citizen trust, and administrative performance through digital transformation. However, its determinants remain fragmented across research streams such as e-government adoption, digital service quality, organizational readiness, digital inclusion, cybersecurity, artificial intelligence, and public value. This systematic review aims to identify, synthesize, and classify the main determinants of e-governance excellence into clear thematic categories that explain how governments can enhance digital public services and governance outcomes. A systematic review approach was used to examine relevant studies on e-governance, e-government, digital government, public-sector digital transformation, smart governance, citizen satisfaction, trust, transparency, inclusion, and public value. The review followed a structured selection process based on identification, screening, eligibility, and inclusion. A total of 30 studies were analyzed using a literature review matrix and thematic synthesis. The findings show that e-governance excellence is shaped by the interaction of technological, organizational, human, institutional, and contextual factors. Therefore, governments need integrated strategies that combine reliable digital systems, strong institutional governance, capable leadership, cybersecurity, citizen-centered service design, digital inclusion, and continuous performance improvement.*

Keywords: E-governance excellence; e-government; digital transformation; public administration; systematic review.

1. Introduction

E-governance excellence has become an important concern in contemporary public administration because governments are increasingly expected to provide digital services that are efficient, transparent, accessible, secure, and citizen-centered. The movement from traditional bureaucratic procedures to digital governance systems has changed how public institutions communicate with citizens, deliver services, manage information, and evaluate administrative performance. In this context, e-governance excellence refers not only to the existence of online platforms, but also to the ability of government systems to enhance operational efficiency, service quality, accountability, responsiveness, and public trust. Prior research shows that successful e-governance depends on factors such as performance expectancy, effort expectancy, system flexibility, citizen-centricity, facilitating conditions, responsiveness, reliability, assurance, and empathy, all of which contribute to

government operational excellence (Saleh & Alyaseen, 2021). Therefore, e-governance excellence should be viewed as a multidimensional outcome shaped by technological, organizational, institutional, and user-related factors. The literature indicates that digital transformation has become a major driver of public-sector modernization and e-governance improvement. Governments are increasingly adopting digital platforms, artificial intelligence, big data, blockchain, cloud computing, and mobile technologies to improve public service delivery and reduce administrative inefficiencies. Digital transformation in governance has been linked to improved transparency, better administrative efficiency, stronger accountability, and enhanced citizen engagement (Sharmin & Chowdhury, 2025). However, the success of digital transformation in the public sector depends on more than the adoption of technology; it also requires leadership commitment, organizational readiness, clear governance processes, institutional support, and effective implementation strategies (Escobar et al., 2023). Studies on e-readiness further show that strategy, technology, organization, people, and environmental conditions are essential for assessing whether public institutions are prepared to implement and sustain e-government systems effectively (Zubaidah et al., 2024).

Citizen experience is also a central dimension of e-governance excellence because digital government systems are ultimately judged by the quality, usefulness, accessibility, and reliability of the services they provide. Service design characteristics such as accuracy, completeness, convenience, accessibility, privacy protection, security, user support, personalization, and transparency have been shown to influence perceived service quality and citizen satisfaction with e-government services (Chan et al., 2021). Trust is another critical determinant, as citizens are more likely to adopt and continue using e-government services when they trust the government, the digital platform, and the security of online transactions (Li, 2021). Related studies also show that service quality, trust, and satisfaction influence citizen loyalty toward government e-services, which indicates that excellence in e-governance requires both technical reliability and positive user perceptions (Alkraihi & Ameen, 2022). In addition, digital literacy and inclusive access are important because citizens with limited digital skills or limited infrastructure access may be excluded from the benefits of digital public services (AbdulKareem & Oladimeji, 2024).

Despite the growing number of studies on e-government, digital transformation, service quality, trust, transparency, readiness, leadership, cybersecurity, artificial intelligence, and inclusion, the determinants of e-governance excellence remain scattered across different research contexts and theoretical perspectives. Some studies focus on citizen satisfaction and adoption, while others emphasize public-sector readiness, smart governance, digital inclusion, transparency, public value, or technological innovation. This fragmentation makes it necessary to synthesize the existing evidence and organize the determinants of e-governance excellence into clear thematic categories. Accordingly, this systematic review aims to identify and synthesize the key determinants of e-governance excellence reported in the literature. By reviewing and classifying the evidence, the paper contributes to a clearer understanding of how governments can strengthen digital public services, improve transparency and accountability, enhance citizen trust, support inclusion, and achieve better public-sector performance.

2. Methodology

This study adopted a systematic review approach to identify, organize, and synthesize the determinants of e-governance excellence reported in recent academic literature. A systematic review design was considered appropriate because the topic of e-governance excellence is discussed across different but related areas, including e-government adoption, digital transformation in the public

sector, public service quality, transparency, trust, cybersecurity, digital inclusion, artificial intelligence, and public value. Previous reviews on digital transformation and e-government have shown that systematic synthesis is useful for consolidating scattered evidence, identifying dominant success factors, and clarifying future research directions in public-sector digitalization (Escobar et al., 2023). Similarly, systematic review approaches have been used to examine key determinants of authentic digital interaction with e-government services, confirming the value of structured literature selection and thematic synthesis in e-governance research (Alsalem et al., 2026). Therefore, the present review followed a structured process of identification, screening, eligibility assessment, and inclusion to ensure that the selected studies were directly relevant to the determinants of e-governance excellence.

The literature search focused on studies related to e-governance, e-government, digital government, public-sector digital transformation, smart governance, citizen satisfaction, trust, transparency, service quality, organizational readiness, leadership, digital literacy, cybersecurity, inclusion, and public value. Search phrases were developed using combinations of terms such as “e-governance excellence,” “e-government determinants,” “digital government performance,” “public-sector digital transformation,” “service quality and citizen satisfaction,” “trust in e-government,” “digital literacy and e-government adoption,” “cybersecurity and e-governance,” “AI and smart governance,” and “public value in digital government.” Studies were selected when they explicitly addressed determinants, drivers, success factors, barriers, outcomes, or performance dimensions associated with e-governance or digital public services. This approach is consistent with recent e-governance and digital transformation studies that emphasize the multidimensional nature of public-sector digitalization, where technological, organizational, institutional, and citizen-centered factors interact to shape implementation success and public value outcomes (Sharmin & Chowdhury, 2025). It also reflects evidence that e-government excellence depends not only on technology adoption, but also on service design, trust, leadership, readiness, accessibility, and user engagement (Chan et al., 2021).

The inclusion criteria were limited to studies that were directly related to e-governance, e-government, digital government, public administration digital transformation, or smart governance. Articles were included if they examined determinants such as service quality, citizen satisfaction, transparency, accountability, trust, digital literacy, organizational readiness, leadership support, technological infrastructure, artificial intelligence, cybersecurity, inclusion, accessibility, or public-sector performance. Studies were excluded if they were unrelated to public-sector governance, focused only on private-sector digital transformation, lacked clear relevance to e-government or e-governance, or did not provide sufficient conceptual or empirical discussion of determinants or outcomes. The final set of included studies consisted of 30 sources that collectively addressed the major determinants of e-governance excellence. These studies covered diverse contexts, including Syria, Saudi Arabia, Indonesia, Uganda, Bangladesh, Vietnam, Uzbekistan, Ethiopia, Portugal, the European Union, and broader public-sector digital governance settings. This diversity supports a wider synthesis of determinants across different administrative, technological, and institutional environments.

Data extraction was conducted using a literature review matrix. For each study, the author and year were recorded, followed by the explicit presence of major thematic concepts. The standard matrix columns included e-governance/e-government, digital transformation, service quality/citizen satisfaction, trust/transparency, organizational readiness/leadership, technology/AI/cybersecurity, inclusion/accessibility, and public value/performance. A check mark was used only when the concept was explicitly mentioned in the study, while blank cells indicated that the concept was not directly addressed. This matrix-based approach allowed the review to classify the literature consistently and identify dominant themes across the 30 studies. Thematic synthesis was then used to group the

findings into broader determinant categories, including technological determinants, organizational determinants, behavioral and user-related determinants, institutional and governance determinants, inclusion-related determinants, and performance-related outcomes. This synthesis is appropriate because e-governance excellence is shaped by a combination of technical systems, institutional conditions, leadership practices, citizen perceptions, and public value goals (Wang et al., 2026).

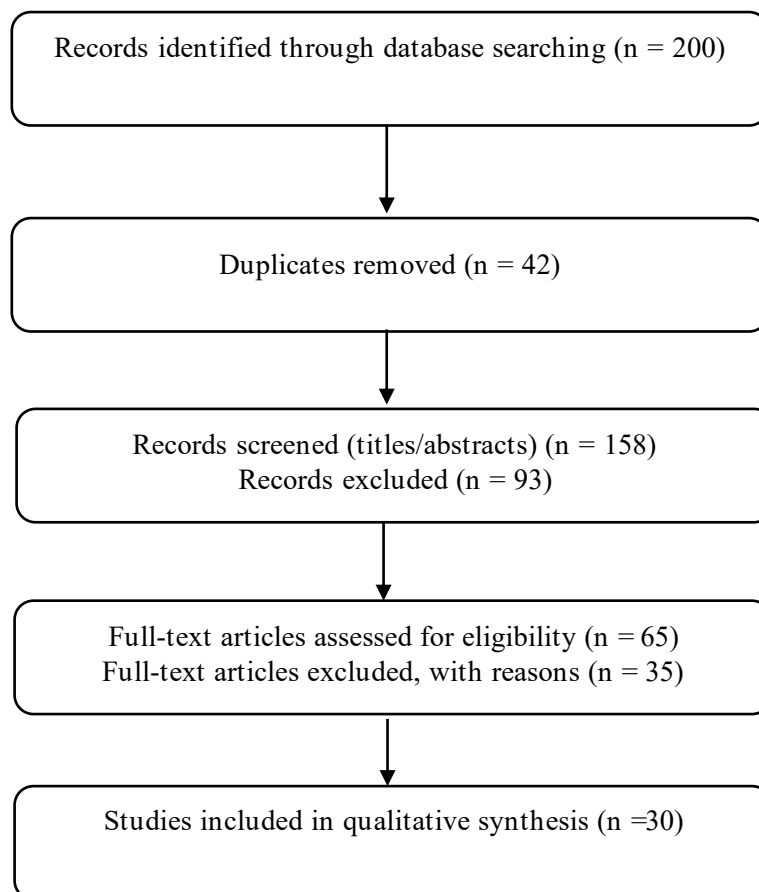


Figure 1: PRISMA 2020 Flow Diagram

3. Results

3.1 Study Selection and Characteristics

The systematic review included 30 studies that examined e-governance excellence, e-government implementation, digital transformation in public administration, service quality, citizen satisfaction, trust, transparency, organizational readiness, leadership, technological infrastructure, cybersecurity, artificial intelligence, digital inclusion, accessibility, and public value. The included studies covered different public-sector contexts, including national government systems, local government services, digital public platforms, mobile government applications, public universities, smart governance initiatives, and regional e-government transformation projects. This diversity indicates that e-governance excellence is not limited to a single institutional setting, but is instead shaped by multiple administrative, technological, behavioral, and contextual conditions across different public-sector environments. The literature review matrix was developed to classify the major themes explicitly

addressed in each study. The matrix used a checkmark system, where ✓ appears only when the concept is explicitly mentioned in the study, while blank cells indicate that the concept was not directly addressed. The included studies show that e-governance/e-government, service quality/citizen satisfaction, trust/transparency, technology/AI/cybersecurity, and public value/performance were among the most frequently discussed themes. Digital transformation, organizational readiness/leadership, and inclusion/accessibility also appeared strongly across the reviewed literature, confirming that e-governance excellence is multidimensional and cannot be explained by technological adoption alone. The uploaded matrix presents the full classification of the 30 studies across these thematic categories.

Table 1: Literature Review Matrix

No.	Author(s) & Year	E-Governance / E-Government	Digital Transformation	Service Quality / Citizen Satisfaction	Trust / Transparency	Organizational Readiness / Leadership	Technology / AI / Cybersecurity	Inclusion / Accessibility	Public Value / Performance
1	Saleh & Alyaseen (2021)	✓		✓			✓		✓
2	Sharmin & Chowdhury (2025)	✓	✓	✓	✓	✓	✓	✓	✓
3	Alsalem, Yahya & Elias (2026)	✓		✓	✓	✓	✓	✓	
4	Chan et al. (2021)	✓		✓	✓		✓	✓	
5	Dieu & Ha (2026)		✓	✓	✓		✓		✓
6	Escobar, Almeida & Varajão (2023)		✓			✓	✓		✓
7	Djatkiko, Sinaga & Pawirosumarto (2025)	✓	✓	✓	✓	✓	✓	✓	✓
8	Zubaidah et al. (2024)	✓	✓	✓		✓	✓	✓	
9	Rusmini et al. (2025)	✓	✓	✓	✓	✓	✓	✓	✓
10	Lobonț et al. (2025)	✓	✓	✓		✓	✓	✓	✓
11	Ssekiziyivu et al. (2025)	✓	✓			✓			✓
12	Fannur, Sabaruddin & Ramdhani (2023)		✓	✓	✓	✓	✓		✓
13	Alkraiiji & Ameen (2022)	✓		✓	✓				
14	Hartanto et al. (2021)	✓			✓				✓
15	Kannapadang, Munawaroh & Purwanto (2025)	✓	✓	✓	✓	✓	✓	✓	✓
16	Rahman (2025)	✓	✓		✓	✓	✓		✓
17	Alam et al. (2025)	✓	✓		✓		✓		

No.	Author(s) & Year	E-Governance / E-Government	Digital Transformation	Service Quality / Citizen Satisfaction	Trust / Transparency	Organizational Readiness / Leadership	Technology / AI / Cybersecurity	Inclusion / Accessibility	Public Value / Performance
18	Balaji (2025)	✓	✓	✓	✓		✓	✓	✓
19	Avazov & Lee (2022)	✓		✓	✓				
20	AbdulKareem & Oladimeji (2024)	✓			✓		✓	✓	
21	Li (2021)	✓			✓		✓		
22	Veloso et al. (2025)	✓	✓	✓	✓		✓		✓
23	Wang, Ran & Ma (2026)	✓	✓			✓	✓	✓	✓
24	Fan (2025)	✓	✓	✓		✓			✓
25	Mian, Vlahu-Gjorgievska & Shen (2025)	✓	✓	✓	✓	✓	✓	✓	✓
26	Eizaguirre et al. (2026)	✓	✓	✓	✓		✓	✓	
27	Feleke & Lessa (2024)	✓		✓		✓	✓		✓
28	Yuliantini & Purnomo (2024)	✓		✓			✓	✓	
29	Al-Ansi et al. (2024)	✓	✓	✓		✓	✓	✓	
30	Sugiana et al. (2024)	✓	✓	✓			✓	✓	✓

3.2 Determinants of E-Governance Excellence

The reviewed studies indicate that e-governance excellence is determined by a combination of technological, organizational, behavioral, institutional, and contextual factors. Technological determinants were strongly represented in the literature, particularly digital infrastructure, system flexibility, cybersecurity, artificial intelligence, big data analytics, cloud computing, blockchain, mobile compatibility, interoperability, and digital service platforms. These factors are important because e-governance systems depend on reliable, secure, and accessible digital infrastructure to support public service delivery and administrative efficiency. Saleh and Alyaseen (2021) identified system flexibility and facilitating conditions as important factors influencing citizens' intention to use e-government systems and government operational excellence. Rahman (2025) further emphasized that AI adoption and big data analytics capability can enhance administrative efficiency and transparency when supported by strong data governance. Al-Ansi et al. (2024) also showed that AI and IoT can improve e-government services by strengthening decision-making, service delivery, and citizen engagement. These findings suggest that technological capability is a major foundation of e-governance excellence, but its value depends on how effectively it is integrated into governance processes.

Organizational readiness and leadership also emerged as major determinants of e-governance excellence. The reviewed studies show that e-government initiatives require strategic planning, managerial support, staff capability, resource allocation, interdepartmental coordination, and institutional commitment. Zubaidah et al. (2024) found that e-readiness depends on strategy, technology, organization, people, and environment, highlighting the importance of institutional preparedness before digital systems can produce meaningful outcomes. Ssekiziyivu et al. (2025) showed that top management support and user attitude significantly predict e-government implementation, suggesting that leadership and behavioral acceptance are essential for successful digital transformation. Fannur et al. (2023) also emphasized the importance of innovative leadership in promoting digital governance, collaborative networks, transparency, accountability, and citizen participation. These findings indicate that e-governance excellence cannot be achieved through technology alone; it also requires leadership capacity, administrative coordination, employee readiness, and institutional support.

Citizen-centered determinants were also widely emphasized across the reviewed studies. Service quality, citizen satisfaction, trust, accessibility, digital literacy, and perceived usefulness were repeatedly identified as important conditions for e-governance success. Chan et al. (2021) showed that service design characteristics such as accuracy, completeness, convenience, privacy protection, security protection, transparency, and user support influence perceived service quality and citizen satisfaction. Alkrajji and Ameen (2022) found that service quality, trust in government, trust in e-government services, and citizen satisfaction influence citizen loyalty toward government e-services. Li (2021) showed that trust in government and trust in the internet positively influence citizens' e-government adoption, while perceived risk negatively affects adoption. AbdulKareem and Oladimeji (2024) further demonstrated that digital literacy strengthens the relationship between trust and citizens' perceptions of usefulness and ease of use. These studies confirm that e-governance excellence requires digital services that are not only technically available, but also trusted, easy to use, citizen-oriented, and inclusive.

Institutional and contextual determinants also shaped the effectiveness of e-governance systems. Transparency, accountability, policy support, regulatory quality, institutional quality, public trust, and social inclusion appeared as recurring themes in the reviewed literature. Hartanto et al. (2021) found that accountability, responsiveness, and transparency contribute to public trust through perceived e-governance effectiveness. Kannapadang et al. (2025) showed that e-government optimization can improve transparency and accountability in local governance when supported by infrastructure, interoperability, managerial support, user competence, and digital service quality. Djatmiko et al. (2025) emphasized that digital inclusion is essential for sustainable e-government because marginalized communities may face barriers related to literacy, infrastructure, institutional constraints, and access. Eizaguirre et al. (2026) similarly highlighted infrastructure, transparency, and mobile compatibility as important conditions for citizen-centric e-governance across the European Union. These findings show that e-governance excellence is influenced by broader institutional and social environments, especially where digital inequality, weak infrastructure, or low public trust limit digital participation.

3.3 Outcomes of E-Governance Excellence

The reviewed literature shows that e-governance excellence produces several important outcomes for public administration, including improved service quality, administrative efficiency, transparency, accountability, citizen satisfaction, public trust, inclusion, and public-sector performance. Digital transformation in governance has been associated with more efficient administrative processes,

reduced bureaucratic inefficiencies, improved service accessibility, and stronger transparency mechanisms (Sharmin & Chowdhury, 2025). Saleh and Alyaseen (2021) also linked e-governance systems with government operational excellence through service quality dimensions such as assurance, responsiveness, reliability, tangibles, and empathy. Veloso et al. (2025) found that trust, ease of use, and perceived service quality contribute to citizen satisfaction and loyalty in digital public services. These findings indicate that e-governance excellence improves both internal government operations and external citizen experiences, making it a key pathway for public-sector modernization.

Another major outcome identified in the reviewed studies is the enhancement of transparency, accountability, and public trust. E-governance platforms can increase openness by making information, services, procedures, and administrative processes more visible to citizens. Hartanto et al. (2021) showed that perceived effectiveness of e-governance strengthens the relationship between good governance practices and public trust. Kannapadang et al. (2025) found that optimized e-government systems positively influence transparency and accountability in local governance. Rahman (2025) also demonstrated that data governance strengthens the relationship between digital capabilities and transparency, indicating that transparency depends not only on technology adoption but also on governance structures that support auditability, documentation, stewardship, and accountability. These outcomes are important because e-governance excellence is expected to improve public confidence in government institutions and reduce the distance between citizens and administrative systems.

The reviewed studies also show that e-governance excellence contributes to public value and inclusive digital transformation when digital services are designed around citizen needs and social equity. Djatmiko et al. (2025) found that digital inclusion supports sustainable governance by improving access for marginalized communities through digital literacy programs, emerging technologies, and multi-stakeholder approaches. Mian et al. (2025) showed that collaborative digital transformation can improve government performance by reducing organizational silos, supporting shared goals, promoting agile structures, and strengthening user-centric service design. Wang et al. (2026) emphasized that digital government should be evaluated through public value, especially because governments must balance technology, organizational capacity, stakeholder expectations, and external engagement. Therefore, the outcomes of e-governance excellence extend beyond efficiency and service delivery; they also include inclusion, participation, accountability, trust, and the creation of sustainable public value.

4. Discussion

4.1 Interplay of Technological, Organizational, Human, Institutional, and Contextual Determinants

The findings of this systematic review indicate that e-governance excellence is not produced by a single determinant, but by the interaction of technological, organizational, human, institutional, and contextual conditions. Technological infrastructure provides the operational foundation for digital public services, yet its value depends on whether government institutions possess the organizational capacity to integrate technology into administrative processes and service delivery systems. Studies on public-sector digital transformation show that digital initiatives are more likely to succeed when technology is supported by clear processes, implementation strategies, institutional readiness, and success factors that reduce fragmentation and improve project sustainability (Escobar et al., 2023). Similarly, e-governance systems contribute to government operational excellence when system-

related factors such as flexibility and facilitating conditions are connected with service quality dimensions such as responsiveness, reliability, assurance, tangibles, and empathy (Saleh & Alyaseen, 2021). This suggests that technological determinants become meaningful only when they are embedded within service-oriented and performance-oriented governance arrangements.

Organizational and human determinants also interact closely in shaping e-governance excellence. Leadership commitment, top management support, staff capability, user attitude, and digital literacy influence how digital systems are adopted, used, and sustained inside public organizations and among citizens. Evidence from public universities shows that top management support and user attitude significantly predict e-government implementation, which means that digital transformation requires both managerial direction and positive user acceptance (Ssekiziyivu et al., 2025). E-readiness research further shows that strategy, technology, organization, people, and environment must be assessed together because weaknesses in leadership, planning, human resources, public awareness, or application security can limit the effectiveness of e-government initiatives (Zubaidah et al., 2024). From the citizen perspective, trust and digital literacy shape adoption because citizens with stronger digital skills are more able to perceive usefulness, ease of use, and reliability in e-government services (AbdulKareem & Oladimeji, 2024). Therefore, e-governance excellence depends on the alignment between administrative leadership, employee preparedness, citizen capability, and the usability of digital systems.

Institutional and contextual determinants further shape whether e-governance systems can generate transparency, accountability, public trust, and inclusion. Transparency and accountability are not automatic outcomes of digitalization; they require governance structures, policy support, regulatory quality, data protection, and institutional commitment. Good governance practices such as accountability, responsiveness, and transparency can enhance public trust through perceived e-governance effectiveness (Hartanto et al., 2021). However, studies also show that broader socioeconomic and infrastructural conditions influence e-government adoption and trust, particularly where digital divides restrict citizen participation (Eizaguirre et al., 2026). Digital inclusion is especially important because marginalized communities may face barriers related to infrastructure gaps, limited digital literacy, institutional constraints, and unequal access to services (Djatkiko et al., 2025). These findings show that e-governance excellence should be treated as a socio-technical and institutional outcome, where technology, organization, people, policy, and social context jointly determine whether digital governance improves public value.

4.2 Policy, Practical, and Theoretical Implications

The findings have important policy implications for governments seeking to strengthen e-governance excellence. Policymakers should avoid treating e-governance as a narrow technology deployment agenda and instead frame it as a comprehensive public-sector transformation process. Policies should address digital infrastructure, cybersecurity, interoperability, service quality, digital literacy, transparency, data governance, and inclusion within a unified governance strategy. This is important because digital transformation in governance can enhance administrative efficiency and transparency, but it also creates risks related to cybersecurity, bureaucratic resistance, the digital divide, and ethical governance (Sharmin & Chowdhury, 2025). Governments should also develop clear legal and institutional frameworks for data protection, auditability, open data, and responsible AI use, particularly as AI, big data analytics, blockchain, and IoT become more embedded in public administration. Smart governance research indicates that AI and big data analytics can enhance efficiency and transparency, but their impact depends on strong data governance mechanisms such as stewardship, documentation standards, auditability, and data lineage (Rahman, 2025).

At the practical level, the review suggests that public-sector organizations should focus on improving both internal implementation capacity and external citizen experience. Internally, agencies should strengthen leadership support, employee training, interdepartmental coordination, process redesign, and digital transformation capabilities. Collaborative digital transformation can reduce organizational silos, improve resource balance, support agile structures, and enable more integrated government services (Mian et al., 2025). Externally, agencies should improve service design by ensuring that digital services are accurate, complete, convenient, accessible, secure, transparent, and supported by user assistance. Service design characteristics influence perceived service quality and citizen satisfaction, which means that practical improvements in platform usability and service reliability can directly affect citizen evaluations of e-government services (Chan et al., 2021). Public organizations should also prioritize trust-building strategies because trust in government, trust in e-government services, and perceived service quality influence citizen satisfaction and loyalty toward digital public services (Alkrajji & Ameen, 2022).

Theoretically, this review contributes to the literature by framing e-governance excellence as a multidimensional construct shaped by the interaction of technological, organizational, human, institutional, and contextual determinants. The findings support the view that e-governance excellence cannot be fully explained by adoption models alone, because excellence includes service quality, transparency, accountability, inclusion, public value, operational performance, and citizen trust. The review also extends digital governance theory by showing that smart technologies such as AI and IoT should be analyzed not only as technical innovations, but also as governance tools that influence service delivery, citizen engagement, ethical concerns, and policy design (Al-Ansi et al., 2024). In addition, public value perspectives are useful because digital government involves tensions among efficiency, transparency, inclusion, citizen participation, organizational control, and stakeholder expectations (Wang et al., 2026). Therefore, future theoretical models of e-governance excellence should integrate adoption, service quality, institutional governance, digital capability, inclusion, and public value perspectives.

4.3 Comparison with Existing Reviews, Limitations, and Future Research

The findings of this review are consistent with previous systematic and conceptual reviews that describe e-governance and public-sector digital transformation as multidimensional processes. Prior review evidence shows that digital transformation success in the public sector depends on multiple cases, processes, and success factors rather than on isolated technological adoption (Escobar et al., 2023). Similarly, the systematic review of authentic digital interaction with e-government found that perceived usefulness, performance expectancy, trust, confidence, usability, accessibility, policy, and governance arrangements shape citizen interaction with e-government services (Alsalem et al., 2026). The present review supports these conclusions but extends them by organizing the determinants of e-governance excellence into a broader framework that includes service quality, citizen satisfaction, trust, transparency, readiness, leadership, technology, cybersecurity, inclusion, accessibility, and public value. It also aligns with research on e-government maturity, which emphasizes that sustainability depends on managerial commitment, ICT infrastructure, human resource capability, integration, legal and political strategies, and operational planning (Feleke & Lessa, 2024).

At the same time, this review highlights some differences and gaps in the existing literature. Many studies still focus on e-government adoption or citizen satisfaction, while fewer studies directly examine e-governance excellence as an integrated outcome of performance, public value, institutional trust, inclusion, and digital innovation. Studies on mobile government and digital public services provide useful evidence on service quality and citizen satisfaction, but they often focus on specific

platforms or single-country cases, which may limit generalizability (Yuliantini & Purnomo, 2024). Other studies examine smart governance, AI, IoT, big data analytics, or cybersecurity, but the long-term effects of these technologies on transparency, inclusion, accountability, and democratic participation remain underexplored (Alam et al., 2025). In addition, research on issue definition in e-government implementation shows that governments may interpret digital government differently, emphasizing economic, administrative, or democratic goals, which can influence implementation priorities and outcomes (Fan, 2025). This indicates that e-governance excellence may vary depending on national policy goals, institutional traditions, administrative capacity, and citizen expectations.

This review has several limitations that should be acknowledged. First, the review was based on selected studies that explicitly addressed determinants or outcomes related to e-governance, e-government, digital transformation, smart governance, or digital public services. As a result, some relevant studies may have been excluded if they used different terminology or focused indirectly on related concepts. Second, the review synthesized studies from diverse contexts, methods, and administrative systems, which strengthens thematic coverage but limits the ability to compare findings statistically across countries or sectors. Third, the literature review matrix used checkmarks only when a concept was explicitly mentioned, which improves consistency but may not capture the depth, quality, or strength of evidence for each determinant. Fourth, some included studies were conceptual or review-based, while others were empirical, meaning that the evidence base combines different levels of methodological rigor. Future research should therefore conduct meta-analytic studies where sufficient quantitative evidence is available, develop validated measurement models for e-governance excellence, and examine how determinant categories interact across different public-sector contexts.

Future research should give greater attention to longitudinal, comparative, and mixed-method studies that can explain how e-governance excellence develops over time. Longitudinal studies are needed to examine whether improvements in infrastructure, leadership, service quality, trust, digital literacy, and AI capability produce sustained improvements in public value and administrative performance. Comparative studies across developed and developing countries would also help clarify how socioeconomic development, regulatory quality, digital divides, and institutional capacity influence e-governance outcomes. In addition, future research should explore the ethical and governance implications of AI, big data analytics, IoT, and automated decision-making in public administration, particularly in relation to transparency, privacy, fairness, accountability, and citizen trust. More research is also needed on marginalized communities, mobile-first service design, citizen co-creation, and e-public engagement because inclusive digital governance is essential for ensuring that e-governance excellence benefits all segments of society (Sugiana et al., 2024).

5. Conclusion

This systematic review examined the determinants of e-governance excellence by synthesizing evidence from studies on e-government implementation, digital transformation, service quality, citizen satisfaction, trust, transparency, organizational readiness, leadership, technological capability, cybersecurity, digital inclusion, accessibility, and public value. The review shows that e-governance excellence is a multidimensional concept that extends beyond the simple provision of online services. It reflects the ability of public institutions to deliver digital services that are efficient, secure, reliable, inclusive, transparent, citizen-centered, and capable of improving government performance. The findings indicate that successful e-governance depends on the integration of technological systems, administrative capacity, human readiness, institutional accountability, and contextual support. The

review identified several important determinant categories, including technological determinants such as digital infrastructure, system quality, interoperability, cybersecurity, artificial intelligence, big data analytics, mobile compatibility, and smart governance tools; organizational determinants such as leadership support, strategic planning, managerial commitment, institutional readiness, employee capability, and interdepartmental coordination; and human and citizen-related determinants such as trust, digital literacy, perceived usefulness, ease of use, service quality, satisfaction, and user engagement.

Institutional and contextual determinants also play an important role in shaping e-governance excellence, particularly transparency, accountability, policy support, regulatory quality, inclusion, accessibility, and public value orientation. Together, these determinants show that e-governance excellence requires a balanced approach in which technology is supported by strong governance, capable institutions, skilled users, and inclusive service design. Overall, the review concludes that e-governance excellence should be understood as both a technical and governance achievement. Governments cannot achieve excellence by investing in digital platforms alone; they must also ensure that these platforms are trusted, accessible, responsive, secure, and aligned with citizen needs. The findings also highlight the importance of reducing digital divides, strengthening cybersecurity, improving service design, building public trust, and developing institutional capacity for sustainable digital transformation. As governments continue to adopt advanced technologies such as artificial intelligence, big data analytics, blockchain, and the Internet of Things, e-governance excellence will increasingly depend on the ability to balance innovation with accountability, efficiency with inclusion, and automation with citizen-centered public value.

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