

## RECONSTRUCTION OF GOVERNMENT APPARATUS THROUGH DIGITAL LITERACY E-GOVERNMENT STAGES: CASE STUDY OF MAROS REGENCY GOVERNMENT

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### ABSTRACT

This article examines the stages of e-Government implementation in Maros Regency, using qualitative methods with descriptive and exploratory approaches. This study focuses on observational data on the Maros Regency government website to reflect the extent to which local government digital services have been developed and navigated. Through observations of web features, such as information dissemination, public interaction, and service accessibility, this study identifies the current stages of e-Government adoption by various government agencies (OPDs) in the region. Data analysis was conducted using the Cart determination and World Bank reference data to ensure the alignment of Maros Regency's progress with international standards for e-Government implementation. The results show significant progress in web presence and interaction, but challenges remain in the full integration of transactional services. This study highlights barriers, including limited digital infrastructure and low literacy rates among government staff and the public, that hinder the optimization of e-Government services. In addition, this report provides recommendations for strengthening digital literacy and improving technological infrastructure to improve public service connectivity in the region. Overall, this study underlines the potential of e-Government to increase transparency, efficiency, and public participation in government processes in Maros Regency.

*Keywords: E-Government Implementation, Digital Literacy, Maros Regency*

### INTRODUCTION

Maros Regency is one of the regions in South Sulawesi known for its natural beauty, diverse flora and fauna, and historical heritage. These qualities have earned Maros Regency the fifth-best award in the Visitor Attraction category at the ADWI 2023 event. This recognition was specifically achieved by Rammang-Rammang Village, one of the 75 villages nominated as a tourist village. Consequently, this achievement has had a positive impact on Maros Regency, encouraging greater transparency and technological literacy in today's digital era.

In the rapidly advancing era of digitalization, all government sectors, including Maros Regency, face the demand to actively integrate and collaborate various aspects of public services with modern technology to enhance efficiency and transparency. These efforts go beyond merely implementing digital-based systems; they also involve aligning visions, improving human resource capacity, and strengthening information technology infrastructure. In this context, synergy between the government, society, and the private sector plays a crucial role in creating an innovative, responsive, and inclusive service ecosystem. This digital transformation aims to ensure that all community members can access public services easily, quickly, and efficiently, thereby fostering sustainable growth and strengthening public trust in an adaptive and progressive government (Daaris and Imam 2024).

Currently, governments across Indonesia are increasingly implementing e-Government systems as a strategic step to enhance the quality of public services through comprehensive digital integration. This initiative aims to create faster, more efficient, and more effective access for the public in handling administrative matters and obtaining information. By leveraging technology, the government seeks to reduce bureaucratic barriers, streamline service processes, and enhance transparency in managing public data and information. This transformation not only makes it easier for citizens to access various administrative services online but also promotes the development of a more modern, accountable, and responsive governance system that meets the needs of society in this highly digital era (Ahmad and Rusdi 2024).

To achieve an effective e-Government concept, a holistic and comprehensive approach is essential for evaluating and improving various government sectors (Mustari et al. 2021). The use of technology in government must enhance efficiency, transparency, and public services (Hakim, Saragih, and Suharto 2015). However, the successful implementation

of e-Government depends not only on advanced technological infrastructure but also on the readiness of human resources to manage and operate the system.

Enhancing Human Resource (HR) capacity is one of the key elements in establishing a successful e-Government. The government must ensure that civil servants and other government officials possess adequate technical skills to operate various digital applications and systems. Continuous training, professional development courses, and better access to technology education will help build a competent workforce that is prepared to meet the demands of digitalization in governance (Dalimunthe, Fitriasta, and Fatimah 2016).

It is also crucial to enhance digital literacy across society. Without a solid understanding of technology and the internet, people may struggle to access government services, which are increasingly digital-based. Education and training programs targeting the general public, especially in areas with limited access, need to be strengthened. A digitally literate society will be better equipped to utilize technology for obtaining information, expressing aspirations, and participating in various government programs. With well-developed human resources and widespread digital literacy, Indonesia can accelerate its transition toward an inclusive and efficient technology-driven government. All sectors of society, from the government to individual citizens, must possess the awareness and skills necessary to adapt to digital advancements. As a result, e-Government will not only improve public services but also pave the way for social transformation toward better governance (Chumairoh and Widiyarta 2024).

In the study Munsri et al. 2022 which also discusses the socialization of e-Government to the village officials of Labuaja, Cenrana District, Maros Regency, yielding results that are expected to provide knowledge and understanding to the Labuaja village officials regarding e-Government, while in Hasanah, Sahlan, and SAS 2024 which also explores the level of literacy in the use of e-Government in Maros Regency, showing that Maros Regency falls into the "moderate" category. However, it highlights the need for improvements, particularly in information dissemination and data literacy. Next, in Sakir, Almahdali, and Amaliah 2024 with the topic Implementation of E-Government in Public Services: A Case Study at the Department of Population and Civil Registration of Bone Regency, identifying three key elements: support, capacity, and value in relation to e-Government implementation. Meanwhile, this study aims to examine the digitalization of the Maros Regency Government through e-Government implementation.

With the still low level of digital literacy and the limited availability of human resources capable of managing data within electronic media systems, the implementation of e-Government in many regions continues to face various challenges. In this context, this study aims to explore the application of e-Government from several key perspectives, including the availability of Web Presence, interaction through Web Interaction, ease of digital transactions via Web Transaction, and broader digital transformation through Web Transformation. This research not only focuses on the technical aspects of e-Government but also delves deeper into the significance of digital literacy as a fundamental pillar of its success. Therefore, it offers a unique perspective by adopting a reconstruction approach to government systems based on digital literacy, particularly in the stages of e-Government implementation. The primary focus of this study is the Maros Regency Government, which is striving to enhance its capacity to support the transition toward the smart city concept. A case study in Maros Regency is highly relevant, as the region holds significant potential for developing technology-based services. However, the main challenge lies in creating an inclusive and effective system by empowering local human resources to optimize the use of technology. With improved digital literacy, each stage of e-Government implementation is expected to run smoothly, from providing basic information through \*Web Presence\* to achieving a more comprehensive digital transformation. This study seeks to offer practical solutions and strategic guidelines for local governments in establishing more efficient and transparent public services, ultimately accelerating the realization of a smart city in Maros Regency.

## CONCEPTUAL FRAMEWORK

The theoretical concept of E-Government implementation, as outlined by the World Bank, emphasizes four key stages in the development of digital government services: Web Presence, Web Interaction, Web

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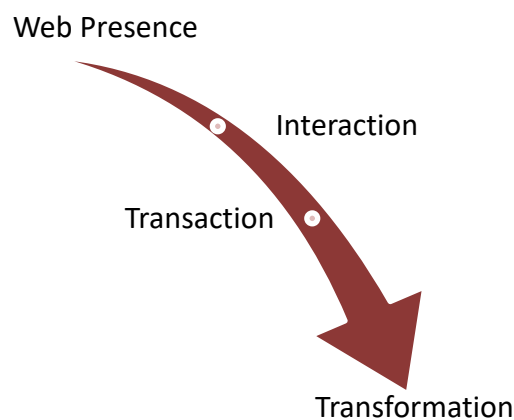
Transaction, and Web Integration. Web Presence is the initial stage, where the government establishes an online presence by providing basic information through official websites. Next, in the Web Interaction stage, the government enhances engagement with the public through interactive features such as online forms, user feedback mechanisms, and more responsive two-way communication. At the Web Transaction stage, public services become digitally accessible, allowing transactions such as tax payments, licensing, and registrations to be conducted online without the need for physical interaction. The final stage, Web Integration, represents the full integration of e-Government systems, enabling interoperability between agencies, real-time data sharing, and the adoption of advanced technologies such as artificial intelligence to improve efficiency and transparency in public services. This approach reflects the digital evolution of government services, making them more accessible, efficient, and responsive to the needs of both citizens and businesses (Marthandan.pdf 2010).

## METHOD

The method used in this article is a qualitative approach with descriptive and exploratory analysis (Ruhansih 2017). This approach aims to gain in-depth insights into the implementation of e-Government in Maros Regency, particularly the stages achieved by Regional Government Organizations (Organisasi Perangkat Daerah or OPD). Data observation is conducted through an analysis of the official website of the Maros Regency Government, which serves as the primary source for assessing the progress of E-Government implementation. The data obtained from the website includes information on available features and services, as well as public engagement in digital interactions with the government. The data processing involves using Cart, a tool for mapping and classifying the stages of e-Government implemented in each OPD. This Cart helps visualize the extent of information and communication technology adoption across different OPDs. As an additional reference, data from the World Bank is used to ensure that the analyzed stages align with international standards and the latest developments in e-Government implementation.

Through this method, this article aims to provide a clear and comprehensive overview of the progress of e-Government in Maros Regency by identifying the challenges faced and the opportunities available to accelerate digital transformation in public services. This qualitative approach enables a deeper understanding of the social and technical dynamics involved in the adoption of technology in local government while also offering valuable recommendations to enhance the effectiveness of e-Government in the future.

## RESULT AND DISCUSSION



Source: World Bank <https://kominform.kotabogor.go.id/index.php/post/single/27>

**Figure 1. Stages of E-Government**

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The image above illustrates the essential aspects required to initiate the e-Government concept, starting with Web Presence, a digital platform that serves as a medium for the government to deliver information transparently, quickly, and in an easily accessible manner for the public (Dyah et al. 2024). Through this website, the public can access various important information, such as policies, public services, development programs, and the latest news, supporting information transparency and improved interaction (Irawan 2018). Moreover, Web Interaction serves as an innovative platform that enables the public to interact directly with the government quickly and efficiently. Through modern features such as complaint services, online consultations, and real-time access to information, citizens can voice their concerns, obtain services, and support transparency and active participation in clarifying information that may be unclear on Web Presence. A key factor in enhancing accessibility on government websites is the presence of transaction features that simplify administrative processes for the public. With these features, citizens can make payments for fees, register for services, or submit official documents online without needing to visit government offices in person. This not only saves time but also improves the efficiency of public services. Additionally, transaction features ensure that people in remote areas have equal access to services as those in urban centers. Their presence reflects the government's commitment to digitalization and the enhancement of inclusive public services. One crucial step in supporting the digital transformation of governance is the integration of various government services into a unified service portal. In today's digital era, fast and efficient access to information is essential for the public. A centralized portal that consolidates multiple government services in one place simplifies the process for citizens, allowing them to obtain information and access various services without obstacles. This portal encompasses all Regional Government Organizations and departments within a region, enabling the public to access all necessary public services through a single gateway.

The integration of various government services into a single portal not only makes it easier for the public to find information but also provides convenient access to a wide range of administrative services that previously may have required more time or in-person visits to multiple agencies. Citizens who need to handle matters such as business permit registration, document applications, tax payments, and other public service requests can now do so more efficiently online. This is especially beneficial for those in remote areas who face difficulties accessing government offices in person (Choirunnisa et al. 2023).

The integration of various government services into a single portal not only simplifies access to information but also streamlines administrative processes that previously required more time or in-person visits to multiple agencies. Citizens can now efficiently manage tasks such as business permit registration, document applications, tax payments, and other public service requests online. This is particularly beneficial for those in remote areas who may face challenges in accessing government offices physically.

With an integrated system, communication between government agencies becomes more effective. For example, if a permit application involves multiple departments, the data collected in the portal can be directly accessed by all relevant agencies. This reduces delays in the application process, enhances inter-agency collaboration, and ensures that each request is processed according to established procedures. Smoother communication and better coordination among Regional Government Organizations (Organisasi Perangkat Daerah or OPD) lead to more structured and efficient services, ultimately delivering optimal results for the public.

This integrated portal also serves as a highly effective tool for improving the quality of public services. By optimizing the use of information technology, the government can accelerate service delivery to the public, enhance responsiveness, and reduce bureaucracy, which often becomes a barrier in traditional service systems (Efendi and Frinaldi 2024). Faster, more accessible, and transparent services will foster public trust in the government, creating a more conducive environment for active citizen participation in regional development. This portal also serves as a channel for the public to provide feedback, submit complaints, or interact directly with the government. Active citizen participation in monitoring and providing input on government policies or services can

be enhanced through the interactive features available on the portal. Additionally, it reinforces the principle of transparency in governance, allowing the public to track and stay informed about ongoing policies and programs.

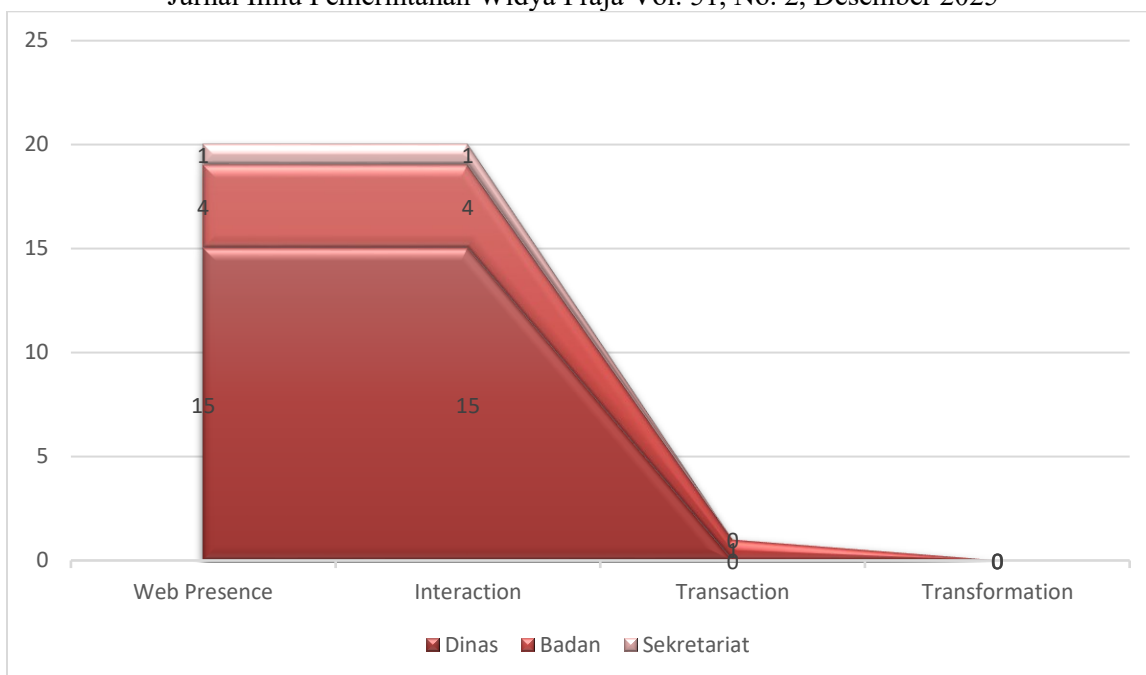
**Tabel 1. Explanation of the E-Government Stages to Measure the Level of E-Government Implementation**

No	Web Stages	Explanation
1	<i>Web Reseance</i>	The publication of regional government websites on the internet is a strategic step to enhance information access, transparency, and digital public services.
2	<i>Web Interaction</i>	Regional government websites provide direct interaction facilities between the public and local government, facilitating communication, the expression of aspirations, and access to public services.
3	<i>Web Transaction</i>	Regional government websites not only provide interaction facilities but are also equipped with transaction features to support online public services.
4	<i>Web Transformation</i>	Regional government websites have now transformed into integrated service portals that support G2G (Government to Government), G2B (Government to Business), and G2C (Government to Citizen) interactions. These portals facilitate inter-agency collaboration, strengthen relationships with the business sector, and provide the public with more efficient access to government services.

Source: Adapted from World Bank, 2025

Advancements in digital technology have significantly simplified public access to information and various governmental administrative processes. Through the development of web-based systems, the government can provide faster, more transparent, and efficient services, enabling citizens to obtain the information they need without having to go through complicated procedures (Sawir 2024). This accessibility not only enhances public trust in government services but also fosters better interaction between citizens and the government. By leveraging this technology, various administrative needs—such as document processing, tax payments, and complaint reporting—can be handled more easily and integrated into a single platform accessible anytime and anywhere (Bara 2024). This reflects the government's commitment to providing public services that are adaptive and responsive to the dynamics of the digital era.

The Maros Regency Government has recorded various commendable achievements in governance, including awards in transparency, accountability, and public service. However, behind these accomplishments, significant challenges persist in the development of e-Government—an essential element in realizing its vision as a smart city. Limitations in digital infrastructure, low technological literacy among both the public and government officials, and suboptimal integration of information systems remain major obstacles to delivering responsive and efficient technology-based services.



Sumber: Managed by the author, 2025

**Figure 2. The Number of Regional Government Organizations (OPD) in Maros Regency at Each Stage of E-Government**

The figure above illustrates the readiness level of Regional Government Organizations (OPD) in Maros Regency in adopting the stages of E-Government. At the initial stage, **web presence**, a total of 15 OPDs in the department category, 4 OPDs in the agency category, and 1 OPD in the secretariat category have reached this stage. Subsequently, at the **interaction** stage, the same numbers are observed, with 15 departmental OPDs, 4 agency OPDs, and 1 secretariat OPD successfully providing interactive digital services to the public. However, at the **transaction** stage, which requires the capability to offer electronic transaction services, only 1 departmental OPD has managed to reach this level.

At the final stage of e-Government implementation, which represents the refinement and full integration of digital systems, none of the OPDs in Maros Regency have been able to reach this level. This indicates that, although most OPDs have embarked on their journey toward e-Government adoption, there remains a significant gap in terms of innovation and digital infrastructure. The inability to achieve this advanced stage highlights major challenges, including human resource limitations, strategic policy gaps, and insufficient technological support. These issues must be promptly addressed to realize an optimal technology-driven governance system.

### The Visualization Presented on the Official Website of the Maros Regency Government

The official government portal of Maros Regency is designed as an informative and easily accessible platform for the public. The homepage features key elements such as the institution's profile, its vision and mission as the foundation of its operations, and the complete address, which is located within the same premises as the Regent's Office of Maros Regency. Additionally, the portal provides an official email address that allows citizens to seek information or provide feedback, fostering effective two-way communication between the government and the community.

In addition to basic information, the website also features news releases related to various agendas and activities organized by Kesbangpol. From social movements such as environmental awareness campaigns to discussion forums like Focus Group Discussions (FGDs) aimed at enhancing public political awareness, this website serves as a virtual space that strengthens transparency and public participation in government programs. The presence of this information reflects the government's commitment to fostering an inclusive and educational relationship with the community.

The services available on this portal also include various essential documents, such as the legal basis for providing web-based information (Ismawan and Irma 2024). This provides the public with certainty and clarity regarding the regulations that support transparency in public information. Additionally, the detailed service standards outlined on the portal give citizens a clear understanding of the quality and procedures they can expect when accessing government services. To enhance accountability and efficiency, the portal also offers access to documents such as Standard Operating Procedures (SOPs) and budget transparency reports. This information is designed to be easily understood, allowing the public to see how government funds are allocated and used for public interests. Such transparency is a crucial step in building public trust in the government (Wibisono, Nadjib, and Mustain 2024).

Similarly, other departments and agencies in Maros Regency have also begun developing their own portals to enhance digital-based services. These websites feature similar functionalities, including access to institutional profiles, public services, and various policies and programs currently being implemented. This initiative reflects a collective commitment to establishing a more modern and technology-driven government. However, challenges in managing these portals persist, particularly in terms of information updates and system integration. In some cases, the information displayed on certain departmental or agency portals is not entirely up-to-date or consistent. Therefore, more intensive coordination among government offices is necessary to ensure that each portal operates according to established standards, both in terms of transparency and accessibility.

The presence of these portals holds great potential in strengthening the relationship between the government and the community. By continuously updating content, enhancing features, and providing training for government officials, Maros Regency can fully leverage digital technology. This approach will help achieve the goal of establishing a responsive, inclusive, and transparent government, ultimately supporting Maros Regency's vision of becoming a progressive and competitive region.

### **Reconstruction of Government Institutions Through Digital Literacy in the Stages of E-Government**

The reconstruction of government institutions through digital literacy is a strategic step in achieving the transformation towards e-Government in Maros Regency. As a developing region, Maros Regency faces significant challenges in integrating technology into governance. Digital literacy is not merely a technical skill but also involves a deep understanding of how to leverage technology to enhance efficiency, transparency, and accessibility of public services (Oktavia and Frinaldi n.d.). In this context, the government of Maros Regency is striving to establish a strong foundation to ensure the optimal and sustainable adoption of e-Government.

The implementation of e-Government in Maros Regency requires strengthening across various stages, from web presence to full integration. The web presence stage serves as an initial step that many Regional Government Organizations (OPDs) have taken by establishing digital information portals. However, digital literacy among government officials and the public remains a significant challenge that must be addressed promptly. A lack of understanding regarding the utilization of digital technology often results in limited effective interaction between the government and the community, preventing technology-based services from being fully accessible and utilized (Pebriyanto 2024).

The transition to the interaction stage also presents its own challenges. At this stage, the government of Maros Regency is striving to expand the functionality of its digital portal so that it not only serves as an information platform but also as a medium for two-way communication (Afifah and Harto 2024). By strengthening digital

literacy among government officials, the government can provide interactive services that allow the public to give feedback, ask questions, or even process various documents online. This not only enhances operational efficiency but also reinforces public trust in the government.

The next stage, **\*\*transaction\*\***, represents a more complex transformation, where public services can be conducted digitally with a high level of security and speed (Abadi et al. 2024). However, in Maros Regency only a few OPDs have been able to reach this stage. The low level of digital literacy among stakeholders often hinders the development of efficient and secure electronic transaction services (Perdani, Widyawan, and Santosa 2018). Therefore, the government must invest in training and capacity building for human resources to ensure technological readiness at every level of governance.

At the refinement stage, which represents the pinnacle of e-Government implementation, system integration becomes the key factor. Maros Regency needs to take collaborative steps involving various sectors, including education, business, and local communities, to build an inclusive digital ecosystem (Hasbi Andi 2023). Digital literacy here is not only the responsibility of the government but also the wider community, fostering a digital culture that supports the sustainable implementation of e-Government. To accelerate this reconstruction process, the government of Maros Regency needs to develop a structured and comprehensive digital literacy program. This program may include training for government officials, expanding internet access, and educational campaigns for the public. By doing so, technological disparities can be minimized, and the community can actively participate in digital-based governance (Dewi et al. 2024).

The reconstruction of government infrastructure through digital literacy is not merely a technical effort but a transformation of work culture and public service. By fostering synergy between the government, society, and various stakeholders, Maros Regency has a significant opportunity to become a region that adapts well to changing times. Strong digital literacy will serve as the foundation for achieving a smart, responsive, and citizen-oriented government (Yusuf Amrozi and MT 2024).

## CONCLUSION

The effective implementation of e-Government in Maros Regency involves four key stages: Web Presence, Web Interaction, Web Transaction, and Web Transformation. Web Presence serves as a platform for transparent and easily accessible information publication, while Web Interaction facilitates two-way communication between the public and the government. Web Transaction introduces online transaction features to enhance administrative service efficiency. Finally, Web Transformation integrates all government services into a unified portal to streamline access and improve overall efficiency.

However, challenges remain in implementing e-Government, particularly concerning low digital literacy among government officials and the public, as well as limitations in digital infrastructure. While most government agencies have initiated implementation, gaps persist in system refinement and full integration. Addressing these challenges requires structured digital literacy programs, training for officials, and infrastructure development to ensure optimal adoption of e-Government. By strengthening digital literacy and enhancing system integration, Maros Regency has the potential to become a responsive, transparent, and inclusive region in delivering technology-based public services.

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(Aldy Nurdiansyah, Nina Lestari, Nursaleh Hartaman)

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