
Organizational Factors, Adoption Issues and Value Creation of Digital Government

Dr Muhammad Habib

Assistant Professor

Department of Humanities and Social Sciences Bahria University, Karachi, Pakistan

muhammadhabib.bukc@bahria.edu.pk

Dr. Sabir Ijaz

Assistant Professor (Visiting Faculty)

Department of International Relations NUML, Karachi

ijaz@numl.edu.pk

Dr. Fatima Agha Shah

Assistant professor

Greenwich University

drfatimaagha@greenwich.edu.pk

Prof. Dr. Sajida Parveen

Karachi Institute of Economics and Technology

drsajidaparveen90@gmail.com

Dr. Zubaida Aziz

Assistant Professor

Department of Political Science Federal Urdu University

zubaida.gondal@yahoo.com

Shadab Akhtar

Department of Political Science University of Karachi

shadabakhtar173@gmail.com

Abstract

In this modern era, there is an increasing need for digital government initiatives as global governments leverage technologies to improve the delivery of services to the citizens. Further, it comprises the increment in the efficiency of governance and nurtures all-inclusive societal growth. Nonetheless, the ultimate integration of the digital government initiatives is mainly obstructed by numerous adoption problems that involve the organisational, digital, technological and socio-economic factors. Therefore, this paper illustrates the major adoption issues in digital government issues, like security concerns, privacy of data and interoperability issues alongside the acceptance of the rapid change from conventional government to modern government. With the

help of a detailed evaluation of these issues, the paper addresses the significance of these challenges to realise the overall effectiveness of digital transformation in the government landscape. Moreover, the creation of value to the digital government initiatives requires the improvements to the quality of services, innovation, efficiency gains, social inclusion and economic growth. The value creation is only possible with the mitigation of adoption issues and strategic implementation of data-driven decision-making and nurtures sustainable growth in this modern landscape of digital government.

Keywords: *Digital Government, Adoption Issues, Value Creation, Digital Government Initiatives, Organisational Factors, Value Creation.*

Introduction

In this modern era of development and globalisation in the Information Technology (IT) industry, the implementation of digital and innovative technologies in governmental initiatives has revamped the pathway through which public services are dealt with, consumed and managed. Further, the notion of digital government, characterised by the usage of different Information and Communication Technologies (ICTs) to increase the administrative procedures, policy implementation, and engagement of citizens addresses the prominence of paradigm shift in public administration. In light of the study undertaken by Li & Shang (2020) that from data-based decision-making to online service portals the initiatives of digital government validate the transparency, efficacy and awareness in the offering of services to the public. The modernised role of digital government initiatives emphasizes the essence of organisational determinants and integrated problems in mapping the success and influence of certain initiatives. Resource allocation, culture organisational structure and leadership have a crucial role in all this integration of digital technologies for the government.

In addition to this implementation, there is also a need for navigation of issues, challenges and complexities. Further, it also comprises issues like security of data, policy changes, interpretability and availability of experienced professionals. Moreover, the transformation towards the digital government necessitates distinct determinants like increasing anticipation of citizens, the effect of good governance and ubiquity of the digital advancement. Globally, ICTs are used by the government to process administrative operations, stimulate the contribution of citizens, increase the delivery of services and nurture economic growth. For instance, initiatives of Electronic Government (e-government) the automation of monotonous operations for interoperability and ensuring transparency and accountability of integrated services (Janowski, 2015).

Apart from the increasing significance of the digital government in contemporary governance, the prior studies lack comprehensiveness and splitting in terms of the adoption of organisational determinants which are used for the creation of value. Thus, there is an unrelenting need for studies that comprehensively into these factors direction to formulate and integrate strategies, policies and distinct frameworks in the digital government field.

Research Background

The advent of digital government denotes the basic transformation regarding its interaction with businesses, citizens and other involved individuals. As depicted the ICTs are utilised in extracting the new

procedures and delivering them to the community. It has been discussed by Chen et al. (2015) that with time the notion of digital government has evolved alongside the growth in technology and altering anticipating of the policy makers and citizens towards their facilities. It is familiarised that in the last state of the 20th century, the initiatives of government mainly emphasised automating procedures of government and providing online services. The applications of e-government comprise fundamental services like registration of vehicles, facilities for online payments and other services that are aimed at abridging bureaucratic procedures and decreasing the load of administration (Bukhari, Kokab & Khan, 2024).

With time, the need for applications of e-government increases in direction to cover the wider range of government-to-citizen (G2C) services. Moreover, the governments initiated to benefit ICTs not only augment the delivery of services but also improve the accuracy, transparency, engagement of citizens and democratic contribution.

In addition to this, initiatives like the platforms for open data, portals for online consultation and budgetary tools for contribution assessment exemplify this transformation towards better interaction and effective forms of holistic offerings (Rahayau & Day, 2015). Currently, the notion behind digital governance has further changed to Government Digital Transformation (GDT). Similarly, North & Kumta (2018) entail the strategic implication of digital technologies to extract systematic change for the users and grasp the opportunities. GDT not only encompasses the current services regarding digitization but also portrays the governance models, working on digital capabilities and skills and stimulating agility and innovation in the procedure of decision-making.

Key features of Digital Government

Due to the involvement of major features the digital government has a distinction to the conventional models of government. The digital government gives the citizens a state-of-the-art experience that is practical and fulfils the needs of citizens logically and innovatively. For fulfilment of expectations, there is a usage of feedback mechanisms and user-centred principles for the design and delivery of customised and personalised services to this technique. Additionally, it preserves the promotion of digital government by facilitating the agencies and permitting the innovative architecture, interoperability and exchange of data for the people (Choi et al., 2016). Majorly, the digital government has a dependence on evidence-based models and data analytics to assess performance, allocate resources and formulate policy. There is a greater role of open data in decision-making procedures with the help of predictive analytics and data-based dashboards.

In all this transparency and accountability are found as crucial by following regulations like freedom of information laws, portals for online transparency and open data to trust in the government. Through this, the innovative culture has been promoted alongside the kaizen improvement, experimentation and nurturing of agility in response to altering technological growth and societal needs. Regarding this, it has been added by Al-Juran et al. (2015) that innovative laboratories and agile development techniques are mainly used to drive innovative measures within the government system and bodies. The quick transformation in digital technologies comprising cloud computing, the internet, Artificial Intelligence (AI) and modern gadgets has offered a new and modernised pathway for operations. From the citizens, there is an increasing expectation in order to attain premium services that par with the standards of private sectors. Further, there is a cumulative interconnectedness of societies and economies in this modern era of digitization are necessitates information sharing and participation amongst the administration on local and global stages. The best practices can be

integrated with the cross-cultural capacities and facilities of cross-border cooperation (Gil-Garcia et al., 2018).

There are a few societal challenges faced by government in the digitization at both local and global levels like climate change, poverty, issues of public health and inequality. Whereas, the strategies for digital governance are majorly aligned with the agendas based on wide-ranging policies that are aimed at attaining Sustainable Development Goals (SDGs). The rationale for this is that the initiatives of this concept promise to revolutionise administrative procedures, stimulate the allocation of resources, increase the results regarding service delivery, and decrease bureaucratic inefficiencies and cost savings. The advent of this concept reveals this shift in the standard of governance based on the changed technology and distinct policy imperatives and societal anticipations. Nonetheless, ingesting the entire potential of the digital government confronts various issues linked with technical, societal, regulatory, leadership and organisation which reflects the overall process (Twizeyimana & Andersson, 2019; Khoso, Oad & Ahmad, 2023).

Problem Statement

There are various barriers and challenges confronted by digital initiatives that hinder their effective integration and achievement of probable applications. These types of issues from different sources comprise the organisational determinants within the adoption, issues with administration, engagement of citizens and systematic issues in the procedures of digital transformation. To cater for these challenges is also imperative for the stakeholder aiming to attain digital services to augment the delivery, inclusive societal growth and increase the efficiency in overall governance (Gutierrez et al., 2015).

In the relevant digital expansion, the initiatives of the digital government are classified by the transformation of the expectations of citizens by the growth of technological aspects within the environment. Similarly, the innovative techniques provide the considerable potential to transform the overall service delivery to the public bounded by the governance in the whole journey of digital transformation which is also coupled with the uncertainties, challenges and complexities (Bukhari, et al., 2024).

The organisational determinates like change resistance deprived digital capacities and bureaucratic structures within the government agencies mainly act as obstacles to the influential integration of digital initiatives. Moreover, the issues related to interoperability, privacy of data, integration, digital division and other concerns further complicated the procedure of transformation from conventional to digital government. The reason is that it creates limitations regarding the capability of the government to permit the delivery of remote services while expediting citizen engagement and guaranteeing continuity during catastrophes. For instance, the emergence of COVID-19 directs governments to implement digital processes by catering for challenges in order to ensure better service delivery to citizens in terms of their engagement and continuity of business operations (Susanto & Aljoza, 2015). Nonetheless, the pandemic has uncovered the gaps and vulnerabilities in the current digital infrastructure which requires better decision-making from the government in terms of the transformation of their operations within the digital boundaries.

Concerning the opportunities and challenges, there is a pressing requirement for research that illustrates the integration issues, origination of value, organisational determinants and system of dealing with complexities. In the comprehension of these determinants, the government needs to create vibrant policies, procedures, strategies and interventions that propose the root causes of contests and exploit the positive effect of digital transformation on the societal well-being, effectiveness of governance and betterment of citizens.

Research Questions

1. What sort of organisational determinants impact the success of initiatives given by digital government?
2. What are the major adoption issues obstructing the integration of digital government initiatives?
3. Critically analyse the contribution of government initiatives to value creation in relation to service quality, efficiency and economic growth.

Literature Review

Organizational Structure

The organisational structure is most important even if it is a traditional bureaucratic structure or the modern digital government. The reason for this is that mainly the process of government agencies relies on the rigid hierarchical setting classified by the comprehensive procedures of centralised decision-making and departmental boundaries. Whereas, this structure might have been apprehensive for conventional governance structures as it can offer critical obstructions to the digital transformation. Further, the hierarchical structure is also observed as a challenge as it decreases the pace for rapid and data-driven decision-making and inhibits participation within the different departments. In contrast, the networked and flat structured organisational stimulates flexibility, participation and agility which are effective and significant for the initiatives of digital government (North & Kumta, 2018; Ahmad, et al., 2023). The hierarchical layers are decreased by the flat structures, sanctioning the workforce to make self-directed decisions and nurturing the inactive culture within the organisation. Further, it has been addressed by North & Kumta (2018) that the networked structures promote the partnerships and cross-functional setup of the teams by permitting seamless participation and sharing of the required information within the agencies and departments. Thus, the revamping of organisational structures is not probable without challenges like embedded power dynamics, change resistance and institutional inertia are the major factors challenging the efforts in participation and developing a flat hierarchy.

Based on the above claims, it can be endorsed that coherence of performance metrics and alignment of initiatives across the various units and departments can be challenging as people might prioritise the specific goals related to the department rather than reinforcing broader organisational objectives. Apart from this, the need to integrate better organisational structures has been recognised by the government which resulted in the support of digital transformation. The reason for this is the implementation of new models like units for digital innovation, nurturing collaboration, matrix organisations, and the development of agile teams and innovation. With the alignment of structures as per the requirements of the digital age, the capacity has been increased by governments to use technology prominently and offer value to the citizens and system (Mergel et al., 2019).

Value Creation of Digital Government

The initiatives of digital government hold massive potential for value creation across the multifaceted dimensions affecting governments, citizens and society as a whole. This sort of initiative gives distinct advantages in terms of service quality, innovation, efficiency, social inclusion and quality adherence. The efficacy attainment is one of the major features of digital government (Yang, 2017; Ahmad, Bibi & Imran, 2023). Techniques that once necessitated the manual intervention can currently be rapidly fulfilled and accurately through various digital platforms which saves both resources and time for government entities and citizens.

In reflection of the accumulation of efficiency gains, this type of ingenuities increases the accessibility

and quality of the services delivered to the public. This is probable with the help of personalised experiences and principles of user-centric design where government services are accessed by the government anywhere and anytime conveniently. Whether it is online payment, extraction of information related to health, streamlined individuals and intuitive interfaces require the preferences and requirements of citizens. Moreover, accountability and transparency are also stimulated through initiatives of digital government. By offering access to procedures of government, performance and decisions, empowerment of digital platforms to monitor the activities of government and preserve the accountability of public officials. The initiatives of open data and implementation of dashboards and online platforms nurture trust towards transparency and accountability in stimulating civic engagement and government initiatives (Mustaf et al., 2020).

The objective regarding the drive economic growth and integration of innovation towards the digital government is very important. It fosters collaborative opportunities, entrepreneurship, investments and better decision-making and develops the innovation ecosystem. Economic development and job creation are preserved against the deterrence of technological implementation. With the benefits of digital technologies, the government can catalyse innovative measures, and increase competitiveness, and economic growth in both local and global marketplace. The underserved and marginalised populations are addressed through strategic digital government by factorisation equity and social inclusion (Gutierrez et al., 2015). This requires target-based interventions like training for digital skills, programs for community outreach, and spaces for accessibility and way forward for digital services. The embracement of digital technology effectively can open the prospects for governments to deal with issues, increase the effectiveness of government and nurture sustainable growth in this modern era.

Adoption Issues of Digital Government

There are various issues involved in the digital government initiatives in terms of adoption, utilisation and implementation. The socio-economic, organisational and spanning technological dimensions portray formidable issues to realizing the overall potential of the digital government. The issue of interoperability has also hurdles that arise from the distinct and often mismatched system utilised across diverse initiatives of the government. With integration of these systems permits the interoperability and unified exchange of data in the prominent logistical and technical complexities. Further, it has been added by Choi et al. (2016) that the guarantee of security and data privacy remains the dominant concern specifically when dealing with sensitive information of the citizens. Also, there are vibrant protocols that can be used for the security of data, the safety of citizens and the building of trust between the government and citizens.

The adherence to the digital divide depicts another serious issue linked with socio-economic discrepancies against access to digital technology by aggravating the inequalities and hindering the capabilities of relegated communities aiming for maximum participation. To fulfil this socio-economic gap, there are a few important interventions like training and development, access to the internet and digital channels, technology know-how and offering of valued products for the citizens. The relevant engagement and contribution are critical deterrents towards the accomplished digital innovation, still attaining meaningful engagements and crucial hurdles. The deprived literacy of digital innovation and the availability of scarce channels limit the feedback mechanism of the citizens towards the offered services (Janowski, 2015; Jabeen, Ali & Ahmad, 2023). The bureaucratic intertie, anxieties about the complexities of modern, innovative and

new technologies, displacement of jobs and learning curve regarding the integration of various digital solutions. For the mitigation of this type of resistance, the administration must integrate the vibrant strategies of change management and campaigns for communication to harvest support for digital initiatives amongst the investors and employees (Susanto & Aljoza, 2015).

Resource Allocation

The time and cost are important parameters in the financial resources which are directly proportional to each other. These types of resources are used in integrating infrastructure by investing in networking, hardware, technology software etc. Whereas, the government must assign adequate budgetary resources to deal with the raw materials and systems required for digital setup and examination of innovative projects and differentiated efforts of capacity building. Nonetheless, the effectiveness of budgetary priorities can have issues in safeguarding sufficient investment for the initiatives of digital government. Therefore, the focus of government is on digital investment and proper allocation of resources and illustrating the mechanisms of funding like grants and public-private associations (Li & Shang, 2020; Aslam, Iqbal, & Ahmed, 2022). The investment in human is also important because human capital is another resource that governments must invest in digital capacities and originating skilled employees reflecting the expertise in the region like cyber security, analytics of data, and the experience of users in terms of design is crucial for the successful integration of the project relying on digital government. Whereas, governments must invest in the training and programs of professional development to upskill the current workforce through training and development and core digital skills regarding systems and cyber security (Choi et al., 2016; Thomas, Khan, & Ahmad, 2022).

Alongside this, originating the collaborative work environment nurtures participation, creativity and overall learning is important for retaining digital talent and exploiting their influence towards digital integration. The investment in infrastructure is also crucial to the initiatives of digital government. This comprises the maintenance and building of important elements required for better infrastructure. Whereas, the government has to make investments in better systems of security and guarantee transparency. Further, the presence of necessities is also equally important reflecting the high-speed internet and other related gadgets for portraying the digital landscape. Hence, the strategic allocation of resources necessitates support from the higher individuals of government and IT departments of the system in the modern era of digital systems (David et al., 2023; Ahmad et al., 2024).

Interoperability Challenges and Data Privacy Concerns

The government uses various platforms and systems to process the operations of digital government and related initiatives and with time they confront the challenges related to interoperability and concerns about the privacy of data. The system contains an overall legacy independently developed with the passage and there is still a chance regarding the lack of standardisation, protocols and interfaces making it problematic to implement with modern technologies. The separate system requires the expertise and skills for communication through protocols and programming which gives seamless operations regarding the digital government initiatives. To deal with the issue of interoperability necessitates the growth of mutual standards formats of data and security. Through the salient features to deal with concerns the skills are required to improvise the interoperability facilities. The technical consideration necessitates incorporating the organisational, legal and

cultural determinates as well. The focus should be given to the government in navigating the multifaceted regulatory environment, dealing with data sharing resistance and jurisdictional problems and information regarding the holistic organisational precincts (Gounopoulos et al., 2020; Haider, Ahmad, & Ali, 2024).

Reflecting on the security and data privacy issues, government agencies have to develop an effective system that has strong coherence between the designated tasks and digital government initiatives. Nonetheless, the storage, gathering and dispensation of citizens to deal with data-related risks comprising unauthorised surveillance, identity theft and breaches of data. In direction to resolve the issues the government must follow the rigorous protection of data and regulations like the Health Insurance Portability and Accountability Act (HIPAA), European Union and General Data Protection Regulation (GDPR) in the United States (US) to defend the privacy of citizens with the challenging legal requirements. Through this, the integration of robust cyber security examines the protection of government systems and the necessity to deal with attacks and cyber security threats. Additionally, they have to invest in relevant technologies like intrusion detection systems, firewalls, security analytics and encryption to perceive and alleviate the breaches related to data (Yang, 2017; Akram, Khan, & Ahmad, 2022).

Enhancing Competitiveness

The modern and innovative initiatives of the government increase the overall competitiveness of their citizens, regions, nations and even cities with the help of digital infrastructure. Whereas, within the business environment there is a need for tactical and skilled human capital is required to increase competitiveness. With the investment in the wide-ranging connectivity of the programs related to digital literacy and e-government, the country has to take benefits from the integration of digital technology to augment productivity and increase the reach of market towards the global competitiveness. Further, digitization in the government augments the effectiveness and efficiency of the operations, diminishing the burdens, and increasing the overall climate and regulatory requirements of the business (David et al., 2023; Shah, Ali, & Ahmad, 2024). In addition to this, there is a hunger for knowledge, skills and collaboration which can be shared between the different players of the industry, government agencies and research institutions which support the technology and innovative emergence in the digital eco-system of government. This gives the admittance towards innovation, digitised culture, and a multifaceted and co-created environment that is quickly deployed to deal with major issues within the competitiveness.

Apart from this digital innovation also increases the lucrateness of the jurisdiction as a destination for the innovation, talent and investment that result in technological excellence within the government. It supports to extraction of the dynamics of the marketplace that have a major competitiveness which portrays economic development, and societal growth, and stimulates entrepreneurship and digital innovation (Batubara et al., 2018; Ali, et al., 2023). With the speculation in the digital landscape, the business support, participation and innovation to the government can hitch the transformative power of innovation and technology and originate the sustainable, resilient and all-inclusive economies that benefit the population of a country.

Research Methodology

This study has relied on a Systematic Literature Review (SLR), where the existing studies have been discussed critically with emphasis on the organisational factors, adoption issues and value creation for digital

governance. These are the keywords supporting extracting the relevant information through which the data is gathered, examined and synthesized to answer the research questions prudently.

The search strategy used for this study comprises the recognition of the relevant journals, reports, studies and articles linked to the topic of research. The used databases Google Scholar, Scopus, PubMed, Web of Science and IEE Xplore were searched systematically by employing different Boolean operators and the above-mentioned keywords. The key terms e-government, digital government initiatives, organisational factors, adoption issues, digital governance, and value creation are separated with “AND” and “OR” while searching. Further, the articles of the study are most relevant and were hand-searched and cited as well based on the relevancy and worth of the study.

Inclusion Criteria

Below are the key inclusion criteria which are followed through the selection of the study.

- The articles are proceeded by conferences, extracted from reputable sources and peer-reviewed journals.
- The studies focused on the adoption issues, value creation, digital government initiatives, organisational factors and data security related to e-government.
- Articles giving empirical evidence, conceptual insights and theoretical frameworks related to the topic of study.
- The studies published between the particular times specifically focused on which are published in the last 10 years.
- The studies were published in written in the English language.
- The articles that are most relevant to the topic.

Results and Analysis

It has been revealed from the SLR that there a unanimity amongst the studies concerning have significant effect of organisational factors on the accomplishment of digital government initiatives. It has been found that there is a significant impact of organisational determinants on the performance of government while having transformation from the conventional governance system to e-governance. Majorly from the studies it has been examined that the organisational structure, culture, allocation of resources, strategic decision-making and leadership are crucial aspects in expediting or creating challenges in the integration of digital technologies within the eco-system of government. Concisely, there is a need for a supportive culture that endorses innovation, positive collaboration, and strategic and risk-taking behaviour specifically when government involves the human capital (Mergel et al., 2019). On the contrary, it has been mentioned in the study of Al-Hujran et al. (2015) and Gounopoulos et al. (2020) that organisation structure is significant in integrating innovation and digitization in government. The key elements are flexibility, cross-functional collaboration, participation, an effective system of governance and effectiveness in digital operations.

Regarding the theoretical foundation change management and organisational behaviour are found as impactful throughout the transition. The rationale for this is that organisations with innovative cultures and adoption are comprehensively equipped to embrace technology in order to excel in the delivery of services and citizen outcomes (Mustaf et al., 2020; Ahmad, Sewani, & Ali, 2024). In overall collaboration, there is a greater role of transformational leadership which nurtures the cross-functional teamwork and integrates the

new ideas for the e-government system (Rahayu & Day, 2015; Imran, Ahmad, Al-Harthy, & Jat, 2023).

Various adoption issues are confronted by the government in the integration procedure of digital government initiatives. The challenges related to interoperability appeared as a repetitive theme with studies depicting the challenges in implementing the data sources and disparate systems across the agencies of government (Gil-Garcia et al., 2018). For betterment of this, the frameworks can be used which gives the insights to deal with the interoperability and standardisation of the subject matter. The security and privacy of data are also considered crucial with governments contending with the requirements to defend the citizens that are sensitive while stimulating the concept of digital innovation. Whereas, it comprises the significance of dynamic measures for cyber security, transparency and regulations for privacy in dealing with better practices. The digital skills, strategic measures, interventions, infrastructure, skilful human capital, outreach programs and usage of distinct technologies in the digital government initiatives (Chen et al., 2015; Ali, Shah & Ahmad, 2023).

The review of the studies also gives the results regarding the mechanisms through which the government develops the value for the digital elements, society, and citizens. In contrast to this, efficiency gains are also found as a key element with studies depicting the probability for streamlined procedures for digital government initiatives like augmenting the results for service delivery and reducing the usage of paperwork throughout the country which directs to sustainability as well (Heeks, 2006; Abdulkareem, & Mohd Ramli, 2022; Ahmad, Sewani, & Khoso, 2024). The improvement in the quality of services was also fused with the initiatives of digital government permitting the delivery of personalised services, increment in the accessibility for the citizens and creating a better feedback mechanism (David et al., 2023).

The parameters like service quality and efficiency increase the overall satisfaction and experience with the services provided by the government by developing trust and maintaining transparency. Further, the investment in economic growth through the initiatives of government also participates in the innovative creation, job creation and economic development as a driving force for digital implementation. With the comprehension of the mechanisms through which the e-government can create value and can prioritise the various initiatives that exploit the effect and advantages throughout the transformation of conventional to modern government setup.

Discussion

The discussion gives the broader terms and a deeper understanding of the concept and critical understating attained through the SLR. The results, issues, implications and practices are part of a discussion on the distinction of digital government initiatives. The amalgamation of results from the SLR gives the various organisational determinants emerge as fundamental form the better results for the digital transformation addressing the impact of leadership roles, organisational culture, capacity building, modern approaches and readiness towards the resource allocations. The change management, behavioural elements and other frameworks propose the indispensable for change and nurturing the collaborative environment across various governmental departments. Additionally, the allocation of resources is dynamic in the creation of crucial capabilities and infrastructure to support and sustain effectively in terms of digital innovation and related strategic measures over the long run.

Nonetheless, the overall journey of transformation poses the confrontation of challenges, barriers, adherence to rules and regulations and issues related to the security and privacy of data. With the

implementation of relevant strategies, the overall potential of digital transformation and innovation has been extracted with the help of the openness of data. In difference to these issues, the digital government initiatives preserve promise in originating considerable value for citizens, locals, international and government as a whole. It has also been observed that the efficacy gains, economic growth, opportunistic measures, quality of services, and the difference between the old and new systems portray the support to citizens with maximum facilitation. Additionally, by enlightening innovative landscape, competitiveness, creation of a job market, and economic growth the benefits have been given to the society through ultimate benefits of e-government.

Conclusion

Based on the entire analysis it has been concluded that there is a crucial role of organisational factors on the digital government. However, there are certain adoption issues and values given to the citizens after the successful implementation of digital government initiatives. Therefore, the present paper gives a comprehensive evaluation of adoption issues, organisational determinants and value creation in comprehension of digital government initiatives. With the help of SLR, the current knowledge was critically analysed which supported recognising the major results of the multifaceted dynamics in developing the success and effect of digital innovation in the government eco-system. Concerning this, it has also examined that the organisational factors perform a key role in addressing the overall accomplishment of the government. Whereas, the dynamics of leadership, culture of the organisation, allocation of resources and readiness towards the change are key aspects to preserve digital innovation. Additionally, security concerns and privacy issues are also found which require the potential of the government in terms of data-driven decision-making. In contrast to, these issues, the outcomes emphasised the considerable value that initiatives of digital government can give the residents, society, government and nation as a whole. In reflection, the service quality and gains in efficiency give the potential outcomes in terms of benefits and application-based results that result in the satisfaction of the citizens, maintaining transparency and building trust amongst the stakeholders. The ultimate aim in this regard is the nurturing of positive economic growth and societal betterment due to digital government initiatives.

Recommendations

Developing the intuitions attained from this study the given below are recommendations for the stakeholders, practitioners, scholars and policymakers who are involved in the digital government initiatives.

- The administration of the country has certain standardised perspectives regarding the adherence to digitization within the country as a compulsory through which holistic strategies can be followed. The relevant strategies should have coherence with the vision of leadership and objectives of the country in consideration of the allocated resources for digital development.
- The key stakeholders are the country should take responsibility for developing the innovative culture, reinforcing digitization in procedures of government, giving education to older individuals regarding its usage, and stimulating collaboration and risk-taking behaviour.
- The government should invest in the training and development of the associated individuals for the improvement of digitization and integration of innovative culture.

- The government has to follow the standards of interoperability and should make use of renowned frameworks for the digitised aspects, protect the privacy of citizens and guarantee the security, transparency and integrity of services provided to citizens.
- The strategies should be aligned to deal with the challenges and identify the issues through a strong feedback system. The population-based strategies could be developed to cater for the different needs of different people. Through this, the digital infrastructure will be promoted in offering lucrative digital services to the public.
- There should be an effective system of tracking for examining the performance of digital set-ups within the government landscape. Through this governments can find areas of improvement and ensure effective services to citizens.

With the assimilation of the above recommendations, the stakeholders can improve their capacities towards digital transformation, offering value to the citizens and leveraging the constructive results for society. With the continuous promotion of effective leadership, innovative culture, and cooperative behaviours the government can go beyond the expectations in this modern era of digitization and originate the pathway to success.

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