

Research Article

Organizational and Managerial Determinants in the Implementation of Digital Transformation of Government Public Services: A Systematic Literature Review

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Abstract.

The substantial modifications enacted by governmental entities in the pursuit of digital transformation for the delivery of public services in the contemporary era have exerted a profound influence on the public service paradigm. Nevertheless, the execution of these transformations has encountered numerous obstacles in developing nations, including institutional inefficiencies, inadequate intersectoral coordination, and a workforce characterized by relatively low skill levels, which collectively hinder effective governance. This research aims to elucidate the degree to which organizations and management practices facilitate the implementation of digital transformation within public service frameworks. It adopts an organized literature review, enhanced through revelations from bibliometric research. The results reveal that collaborative efforts among scholars remain predominantly concentrated in developed nations such as the Netherlands, Germany, and Sweden, whereas contributions from developing nations including Brazil, Pakistan, and Indonesia are markedly limited. Additionally, the oversight of digitalization within the scope of the readiness of an organization continues to significantly shape the efficacy of the implementation of digital transformation plans. Also, the terms discerned in the studied articles imply that the concept of 'digital transformation' is a significant theme linked with numerous subjects such as 'e-government,' 'public services,' and 'innovation.' They further suggest the onset of a transition towards broader inquiries into the employment of artificial intelligence (AI), data-driven governance, and adjustments to governmental challenges. This study acknowledges certain limitations regarding data sources, which are exclusively derived from the Scopus database, thereby constraining the findings and rendering them insufficient to encapsulate a holistic investigation of digital transformation in public services. Consequently, it is advisable for subsequent research to explore a wider array of data sources from other esteemed databases to facilitate a more thorough analysis and yield novel insights.

Keywords: digital transformation, organization, public services, government

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1. Introduction

The evolution of governmental structures into the digital realm has initiated the development of inventive practices that help leaders to successfully cater to the intricate needs of their electorate. In modern societies, nations classified as either developed or developing demonstrate a vigorous commitment to harnessing technological innovations with the objective of enhancing bureaucratic efficiency, accelerating service provision, and strengthening engagement with the citizenry. This paradigm shift transcends mere metrics of modernization; it represents essential mechanisms for generating public value through improved institutional effectiveness, increased transparency in governance, and elevated quality of life for the populace [1]. On a global scale, advancements in electronic governance occupy a pivotal position within the agenda that demands transparency, accountability, and the provision of responsive public services [2]. However, the progression of digital transformation continues to face significant trials, particularly in under-developed nations, where numerous digital ventures have not resulted in the hoped-for outcomes [3]. This is largely attributable to inadequate institutional readiness, insufficient intersectoral collaboration, and a lack of digital competencies among governmental personnel. Moreover, resistance to transformation, a deeply entrenched bureaucratic culture, in conjunction with infrastructural and financial constraints, exacerbates these challenges [4].

Consequently, digital transformation ought to be understood as a multifaceted and intricate journey of organizational change, rather than merely a straightforward initiative for technology implementation. Existing scholarly work underscores the significance of support from political leadership, the readiness of infrastructure, and the digital literacy of public officials as critical determinants of success [5]. Regrettably, hierarchical bureaucratic structures frequently clash with the requirements of digital ecosystems, necessitating institutional reform, the cultivation of an innovative organizational culture, and transformational leadership as vital components. This intricate landscape is further exacerbated in developing nations, which grapple with limited resources, institutional fragmentation, and a deficiency in cross-sectoral cohesion. As the focus on digitalization has intensified, there has been a remarkable surge in academic publications between 2019 and 2024 within the Scopus database [6]. Nevertheless, the scientific discourse pertaining to organizational and managerial dimensions remains disproportionately skewed, with contributions from scholars in developed countries overwhelmingly predominant [7]. The period 2019–2024 was chosen because it marks

a significant acceleration in the digitization of public services due to the COVID-19 pandemic, which has driven a surge in post-crisis policy publications and innovations, providing an overview of current trends and novelty in transformation practices. Prior to 2019, the literature tended to be limited to pilot projects and did not adequately represent the dynamics of change in the mandate of digital public services. Although the number of publications on digital transformation has increased sharply, there are still few bibliometric studies comparing collaboration patterns among researchers in developed versus developing countries, examining citation trends and the benefits of articles with the highest citations, and identifying the most common organizational/managerial challenges in each context. More specifically, this research seeks to elucidate three pivotal inquiries: (1) What are the collaborative network patterns among researchers in both advanced and emerging economies? (2) What are the prevailing research trends regarding citation frequency, and what are the benefits associated with articles that garner the highest citation counts, along with the implications for the roles of organizations and managers in the digital transformation of public services? (3) What are the recurrent challenges that arise concerning the functions of organizations and managers in the digital transformation of public services, taking into account the focus and novelty of the research? Despite the existence of numerous prior investigations addressing digital transformation within public services, a limited number have employed bibliometric analysis utilizing the Vosviewer software. This research, therefore, seeks to enhance the present knowledge base, particularly in the area of public governance, concerning the progress of digital modernization in the public domain. Furthermore, this research is meticulously crafted to examine a selection of articles based on diverse parameters utilized as the analytical foundation, thereby offering a more nuanced and contextual understanding of effective and inclusive digitalization initiatives capable of mitigating challenges at various governmental tiers.

2. Methods

The research approach used descriptive qualitative analysis with a case study method. This study explains and describes the information that exists on the core phenomena that occur in participants in research with more depth to understand the meaning of a problem that exists in the research object [9]. This study analyzes the implementation of fixed asset management in the Perseroda of South Sulawesi Province based on the

asset life cycle. The analysis used in this study compares the current condition with the governance approach for total assets.

This academic inquiry amalgamates comprehensive literature assessment techniques with a bibliometric approach to analyze the degree to which organizational and managerial factors relevant to digital transformation in the public sector are depicted. By merging these two analytical paradigms, a thorough literature screening is executed in accordance with meticulously delineated inclusion and exclusion criteria, concurrently facilitating the development of an extensive knowledge map within a specified temporal context.

All scholarly articles were meticulously appraised from the Scopus database an internationally esteemed bibliographic repository that employs an independent curation mechanism and encompasses a vast array of academic disciplines. A stringent selection protocol conducted by an Advisory Board and Content Selection Committee guarantees that only publications of superior quality are indexed, thereby establishing Scopus as a benchmark for the evaluation of research policy and extensive bibliometric scrutiny [8]. In contrast to Web of Science and PubMed, Scopus not only provides a greater volume of documents but also integrates analytical functions to depict networks of scientific collaboration and trends in publication [9], rendering Scopus a consistently favored source of data for academic inquiries (Figure 1).

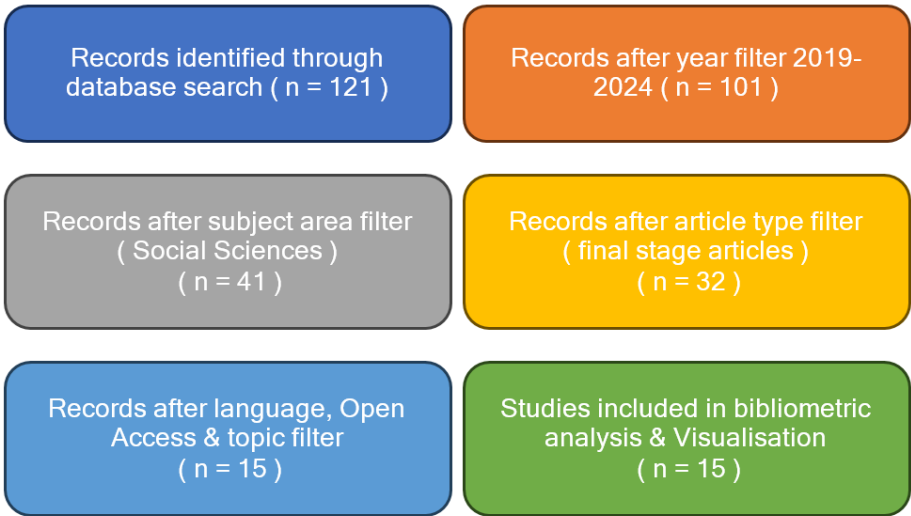


Figure 1: Article search Process.

All articles were procured from the Scopus database, which is esteemed for its extensive coverage and integrated analytical capabilities. We acknowledge that dependence on a singular database may introduce index bias, particularly a bias favoring journals

from North America and Europe, potentially leading to the underrepresentation of regional or non-English publications. To address this concern, we restricted the final selection to open access articles published in English; nevertheless, we meticulously scrutinized the titles to ensure that no significant works concerning organizational and managerial determinants were inadvertently disregarded. The initial search employing the terms digital transformation, public service, organization, and managerial within the title, abstract, and keywords generated 121 records. Eventually, we outlined the following criteria for inclusion: (a) empirical investigations or systematic reviews that distinctly tackle organizational or managerial factors associated with public sector digital transformation; (b) publications from January 2019 until December 2024 to encompass the expedited rise of e-government initiatives ignited by COVID-19; (c) articles printed in respected journals; and (d) the provision of open access in the English language.

The exclusion criteria encompassed: (a) studies situated outside the public sector context (e.g., private sector digitalization); (b) conceptual articles devoid of empirical or bibliometric data; (c) conference abstracts, editorials, or unreviewed commentaries; and (d) duplicate records across varying document versions. By implementing these criteria, the corpus of articles was diminished to 101, subsequently reduced to 41 after filtering to the domain of Social Sciences, and ultimately to 32 following the retention of only the final published versions. An additional screening phase that verified an explicit focus on organizational and managerial determinants culminated in 15 articles deemed representative of the domain. To ascertain that these 15 articles adequately represent the diversity of contexts and methodologies, we scrutinized geographical origin, study design (qualitative, quantitative, or mixed), and level of analysis. This review corroborated coverage across both developed and developing nations, leadership studies, change management frameworks, and IT-business alignment cases, thereby reinforcing the generalizability of our findings despite Scopus's recognized regional concentration.

Employing VOSviewer, a detailed bibliometric review was conducted to visualize the patterns of keyword co-occurrence, author collaboration, and thematic clusters. To concentrate on significant patterns and mitigate extraneous noise, we established the following thresholds: a minimum of three keyword occurrences for inclusion in the co-occurrence network; a minimum of two co-authored articles between two institutions to delineate collaboration links; and a threshold of five citations for an article to be incorporated in the citation-based analysis. These threshold values were determined subsequent to trials indicating that lower thresholds resulted in excessively dense and

challenging-to-interpret maps, while higher thresholds risked the exclusion of meaningful connections. All networks were visualized employing “full counting,” and clusters were identified utilizing VOSviewer’s default resolution parameters, which harmonize cluster granularity and interpretability. This comprehensive methodology, characterized by manual filtering based on explicit inclusion/exclusion criteria, cross-validation against alternative sources, and parameter-driven bibliometric mapping, ensures precision and reproducibility, yielding an accurate knowledge map of the organizational and managerial determinants of digital transformation within the public sector.

3. Results and Discussion

This research endeavor seeks to investigate the structural composition of scientific collaborative networks among researchers hailing from diverse geographical locales, with an emphasis on the interactions that transpire between developed and developing nations, and to scrutinize the citation dynamics that elucidate the propagation and influence of each scholarly article within the sphere of digital transformation in public service sectors. Through the application of bibliometric analysis, we will delineate the characteristics of the collaborative network architecture including interconnection intensity, institutional prominence, and regional interconnectivity and examine how these configurations affect the transnational transfer of knowledge. Consequently, this discourse will initiate with a thorough global collaboration map that depicts the equilibrium of research contributions and the potential for technology transfer between advanced and developing academic entities. Subsequently, attention will pivot to research trajectories evaluated through citation accumulation, emphasizing articles that have achieved the highest citation counts in conjunction with methodological or conceptual superiority that differentiates them. The identification of critical components such as a robust theoretical foundation, innovative management strategies, and comprehensive empirical support will aid in cultivating a nuanced comprehension of the implications of these findings concerning the roles of organizations and managers within the digital transformation framework. Lastly, this chapter will encapsulate the predominant themes that recurrently surface in relation to governance, strategic development, and research originality, thereby offering insights into the challenges and opportunities associated with the enactment of digital transformation within the realm of public service.

3.1. Accountability Colaboration network patterns between researchers in developed and developing countries

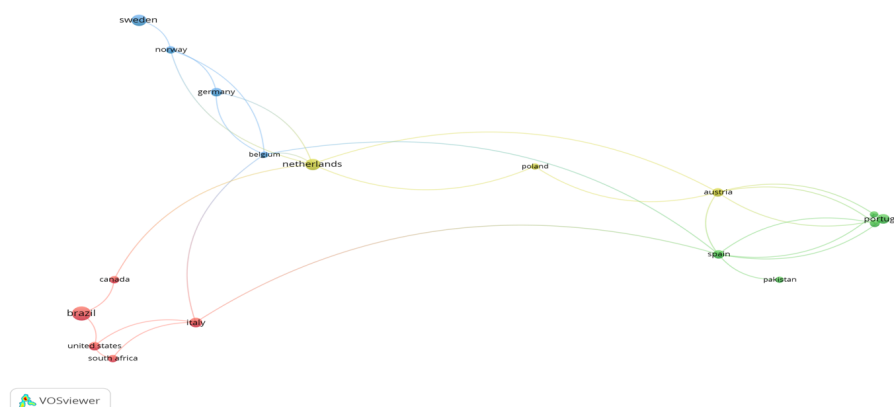


Figure 2: Patterns of research networks between countries.

Accountability can be explained as the social relationship between two actors. One is an accountant or forum that evaluates and judges the behavior of another entity called an accountant [12]. Based on the principle of accountability, regional companies in the province of South Sulawesi must be able to account for the clarity of their functions and duties following the authority possessed by all organs within the company. In South Sulawesi regional companies, the Board of Commissioners and Directors is willing to increase knowledge regarding the management of facilities and assets that support the implementation of their duties and responsibilities. South Sulawesi Perseroda also made improvements to the guidelines related to the compliance function, such as adding provisions regarding the company's strategy to encourage the achievement of asset management that can provide profit value to the company.

A thorough visualization illustrating an international research collaboration network was developed utilizing Vosviewer (Figure 2). Each node signifies a sovereign state, whereas the connecting edges represent collaborative endeavors in scientific literature among diverse nations. The spatial separation between nodes, alongside the thickness of the connecting edges, reflects the intensity and robustness of collaborative affiliations. From the resultant cartographic depiction, clusters can be discerned comprising both developed and developing nations based on the congruence of their collaborative methodologies. The assemblage of developed countries including the Netherlands, Germany, Sweden, Norway, Belgium, and Austria constitutes a highly concentrated

cluster distinguished by tightly interwoven networks. This cluster epitomizes geographical proximity and historical connections within the realm of scientific and technological research. Within this framework, the Netherlands functions as a pivotal hub linking Western Europe with Eastern Europe, as evidenced by its association with Poland, thereby acting as a crucial conduit between these geographical regions.

In contrast, developing nations such as Brazil, South Africa, and Pakistan are also represented on the map, albeit exhibiting comparatively weaker connections relative to developed countries. Brazil reveals relatively robust collaborative links with Italy, Canada, and the United States indicating strategic alliances aimed at addressing global research challenges such as health and climate change. Conversely, Pakistan maintains connections with Spain and Portugal, which could potentially foster academic collaboration or technical assistance initiatives. The inclusion of these developing nations emphasizes the notion that, although this network is predominantly constituted by developed countries, their contributions remain significant, albeit on a comparatively limited scale and intensity. Nonetheless, the collaboration patterns delineated suggest that issues pertaining to social, organizational, and local governance are notably absent as critical areas of focus. The strength of this network remains concentrated within nations possessing advanced research capabilities in technology and health, while themes associated with social dynamics or local institutional capacity are relatively overlooked. This context presents avenues for prospective research agendas aimed at enhancing cross-national collaboration in investigating topics related to public organization and local governance that align with the exigencies of developing countries.

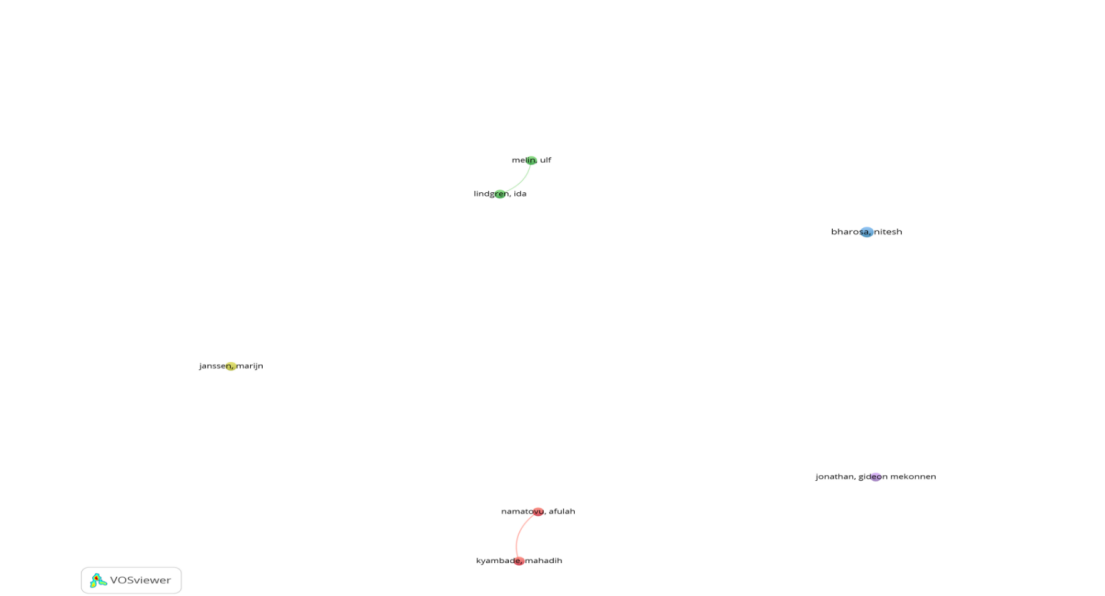


Figure 3: Patterns of research networks between researchers.

The author collaboration map delineated above exemplifies the markedly low degree of interconnectivity within the scientific discourse pertaining to the role of organizations and managerial agents in facilitating the digital transformation of public services. A mere handful of researcher dyads such as Melin & Lindgren and Namatovu & Kyambadde exhibit direct interconnections, whereas other scholars, including Bharosa, Janssen, and Jonathan Gideon Mekonnen, function as isolated entities devoid of substantial collaborative linkages (Figure 3). This scenario signifies that, notwithstanding the escalating strategic importance of digital transformation, the research network remains disjointed and has yet to cultivate a cohesive academic ecosystem. The collaboration that has emerged, albeit within a constrained context, has yielded significant contributions to the extant literature. Melin Lindgren's research concentrates on digital governance within Scandinavian local governments, elucidating the pivotal roles of organizational preparedness and leadership as facilitators of innovation. Conversely, the alliance between Namatovu and Kyambadde, hailing from East Africa, provides an examination of the challenges encountered in local government digital transformation amid resource limitations. Both case studies emphasize that, in both developed and developing nations, organizational entities and managerial practices constitute critical determinants of the efficacy of digital public service modernization.

These observations further underscore prevailing deficiencies in knowledge integration across diverse regions and methodological paradigms. Prominent scholars such as Bharosa and Janssen, despite their substantial contributions to the domain of e-government scholarship, have not engaged in direct collaborative efforts with their counterparts in Southern nations. This disconnection accentuates the necessity of fortifying cross-geographical and institutional networks to broaden the analytical framework regarding organizational and managerial challenges in the digitalization of public services. Enhanced collaboration across regions not only enriches the theoretical underpinnings but also bolsters the relevance and sustainability of digital transformation initiatives within various governance frameworks.

The diagram illustrating collaboration at the national level (refer to Figure 2) makes clear a marked North-South inequality: Western European countries (like the Netherlands, Germany, and Sweden) exist in a closely linked center, while developing countries such as Brazil, South Africa, and Pakistan are found on the periphery, defined by limited and irregular connections. This pronounced imbalance effectively hinders the efficient

transfer of organizational and managerial best practices from resource abundant environments to those constrained by limited resources. In order to enhance transfer mechanisms, we advocate for the establishment of formal partnerships such as collaborative research grants, twinning arrangements between institutions, and virtual communities of practice to promote the co development of change management models that are contextually adapted. Initiatives such as capacity building workshops, the placement of researchers from developing countries within established digital governance centers, and the creation of open access toolkits can serve to bridge the existing gap and stimulate more equitable, bi-directional exchanges of managerial expertise.

3.2. Transparency Research trends are reviewed based on the number of citations, and what are the advantage of articles with the highest citations and what are the implications for the role of organizations and managers in the digital transformation of Public Service

TABLE 1: Publications with the most citations.

| Author | Title | Journal Name | Excerpt |
|-------------------------------|---|--|---------|
| (Alvarenga et al., 2020) | Digital transformation and knowledge management in the public sector | MDPI | 140 |
| (Bharosa, 2022) | The rise of GovTech: Trojan horse or blessing in disguise? A research agenda | Elsevier Ltd | 26 |
| (Xiao et al., 2022) | Exploring Driving Factors of Digital Transformation among Local Governments: Foundations for Smart City Construction in China | MDPI | 24 |
| (Gómez-Carmona et al., 2023) | Mind the gap: The AURORAL ecosystem for the digital transformation of smart communities and rural areas | Elsevier Ltd | 15 |
| (Glebova et al., 2023) | Digital Divide of Regions: Possible Growth Points for Their Digital Maturity | International Information and Engineering Technology Association | 8 |

In their 2020 article, Alvarenga and team explore 'Digital Transformation and Knowledge Management in the Public Sector : A Systematic Literature Review (Sustainability), compiling an impressive set of 140 citations this marks a significant achievement that highlights their role as a crucial reference for those studying the convergence of digitalization and knowledge management in the public arena. This article is distinguished

by its rigorous literature review methodology encompassing both organizational frameworks and technological dimensions and its increasing significance in the aftermath of the Covid-19 pandemic, which has expedited the digital transformation of governmental operations. By integrating theoretical frameworks with empirical insights addressing bureaucratic obstacles, leadership dynamics, and strategies for knowledge management this research provides a comprehensive conceptual schema for the formulation of forthcoming digital policies and implementation paradigms.

Nevertheless, alongside other leading academic works that have made significant contributions, such as Bharosa (2022), which has received 26 citations, provides a critical analysis of GovTech platforms, describing them as dualistic “Trojan horses” that have the potential to both facilitate and disrupt agility in the public sector; he explains that strong managerial oversight mechanisms and stakeholder engagement protocols are essential to ensure service resilience. In their 2022 study, Xiao et al. cited 24 works to highlight five significant factors influencing local government digitalization in China these factors include transparent governance systems, standardized operational practices, resource allocation strategies, performance management systems, and public-private sector collaboration revealing how process reengineering, together with collaborative leadership, accelerates the adoption process. An in depth analysis of these findings shows that successful digital transformation depends not only on technological investment, but also requires the integration of change management practices, the establishment of decision making authority, and the alignment of incentives across various levels of the hierarchy.

3.3. Issues that often arise regarding the role of organization and management in the digital transformation of public services based on the focus and novelty of the research

The keyword network visualization positions digital transformation as the preeminent node, underscoring the paramount importance of this concept within the discourse pertaining to the digitization of the public sector (Figure 4). This terminology illustrates a robust correlation with electronic governance, social services, and government environment, signifying that the digital transformation paradigm transcends mere technological aspects to encompass structural reforms and enhancements in the quality of public services [10], [11]. The emergence of the constructs of digital technology and innovation substantiates the viewpoint that technological advancements serve

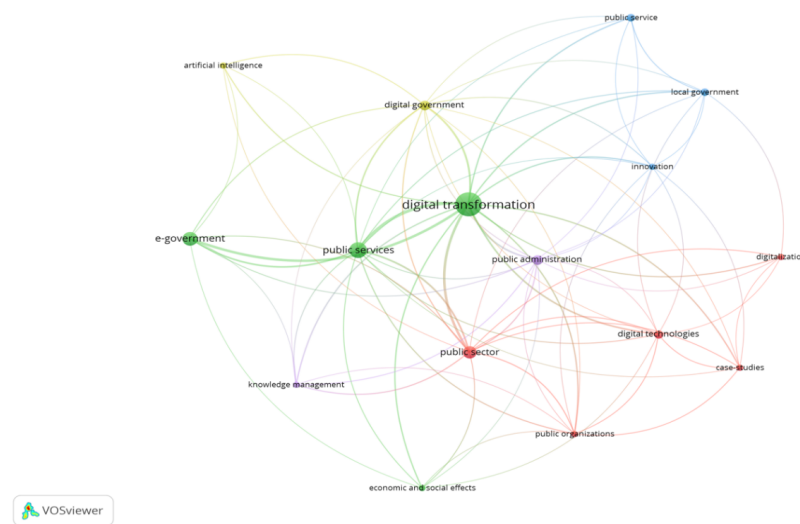


Figure 4: Research Focus.

as a principal catalyst for organizational change, while innovation is indispensable in expediting bureaucracies responses to the exigencies of the digital milieu [12], [13].

A sophisticated network of interconnected keywords engenders an interactive conceptual framework. The tangible connections involving e-government, public services, and digital transformation accentuate the scholarly focus on digitalization strategies as a crucial instrument for enhancing public service delivery [14]. The nexus between the 'public sector and digital technology and digitalization reflects the commitment of the academic community to refining digital infrastructures and assimilating advanced technologies such as artificial intelligence into governmental systems [15]. Furthermore, the nexus of innovation, local government, and public administration points out that local governments are investigating digital innovation, especially in terms of organizational knowledge management [16]. Collectively, this keyword map underscores that the effective realization of digital transformation within the public sector necessitates a holistic approach that integrates technology, governance reform, and ongoing enhancements in service quality [17].

The bibliometric visualization crafted via Vosviewer elucidates the conceptual framework and temporal progression within the realm of public sector digital transformation scholarship, encompassing the interval from 2021 to the early months of 2024 (Figure 5). The principal node designated as digital transformation emerges with the most substantial density of interconnections, signifying that diverse thematic components in the literature coalesce around this construct as the central axis [18]. In proximity to this, significant nodes such as public administration, public services, public sector, and

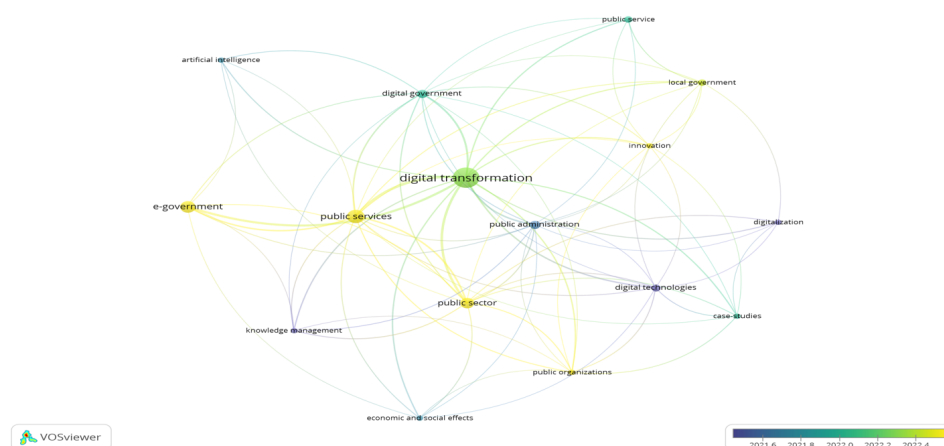


Figure 5: Research Novelty.

e-government highlight the notion that institutional and managerial facets continue to sustain the discourse [6], [19]. Enhancements in institutional digital literacy and reform in bureaucratic processes are regarded as pivotal catalysts for the efficacy of public services through systematic and adaptive transformation methodologies [20]. Furthermore, contemporary investigations accentuate the necessity to align digital strategies with revisions in institutional policy to adeptly navigate the complexities intrinsic to modern governance [10].

The color gradation, which signifies the chronological progression of publications, illustrates that scholarly attention is progressively gravitating toward contemporary issues; yellow predominates the nodes public services, e-government, innovation, and local government. This transition denotes a heightened focus on the operational dimensions and localized contexts of digitization [21]. The increasing correlation between artificial intelligence and knowledge management heralds the advent of data driven methodologies as adaptive, evidence based governance tools [22]. Consequently, the prevailing research agenda encompasses not only the adoption of technology but also the evaluation of socio-economic ramifications, as evidenced by the escalating number of case studies concentrating on “economic and social impacts” [23].

The qualitative examination of the keyword map (Figures 4 and 5) indicates that in the aforementioned co-occurrence diagram, the organizational and managerial dimensions illustrated by nodes such as public administration, public sector, public organizations, and knowledge management function as vital intermediaries between the technological and public service spheres. The node labeled “public administration” (purple) serves as a conduit linking the domain of digital transformation with knowledge

management practices, signifying that the efficacy of digital policies is significantly contingent upon the capabilities of bureaucratic governance and the processes of organizational knowledge application. Concurrently, the nodes “public sector” and “public organizations” (red) elucidate how organizational frameworks and cultures modulate the implementation of technology, thereby associating innovation (nodes “digital technologies,” “case studies,” and “digitalization”) with the objectives of public service. Through the lens of knowledge management, public organizations orchestrate the dissemination of information and innovation, facilitating the interaction of the digital transformation node (large green) with diverse sectors, ranging from e-government to advancements in local governance. In summary, the significance of organizations and management is perceived as the cornerstone that integrates technological, policy, and service components, underscoring that the success of digital transformation is predicated not solely on technological advancements but also on an organization’s capability to strategically design, lead, and sustain the change process. This course points future investigations to: (1) employing AI in civic services, (2) analytics-based local administration, (3) governance that promotes sharing of information, and (4) extensive review of the effects of digital evolution. This overarching pattern reinforces that digital evolution within the public sector is increasingly directed towards the inclusive and sustainable enhancement of institutional capacities.

4. Conclusion

In summary, this study has outlined the intellectual landscape of organizational and managerial factors influencing digital transformation in the public sector using a carefully selected collection of 15 Scopus indexed, open-access articles published between 2019 and 2024 and revealed significant disparities in collaboration between Northern and Southern entities, evolving citation patterns, and five interconnected thematic clusters focused on digital transformation, e-government, public services, innovation, and knowledge management. Using a systematic literature review, qualitative content analysis, and visualizations facilitated by VOSviewer, we successfully mapped the global author collaboration network and citation trends, while identifying relationships between each keyword cluster and organizational configurations.

In the short term, policymakers and public managers should leverage these findings by conducting cross functional workshops to map workflows for standardizing and automating essential processes; and implementing Digital Transformation integrated

with technical skill enhancement and certification in change management. In the long term, priorities should include fostering deeper collaborative research partnerships within developed and developing country frameworks, integrating AI-based analytics into service delivery paradigms, and evaluating the socioeconomic impact of digitalization on the effectiveness of local governance.

We acknowledge that a sole focus on Scopus may not adequately reflect practitioner focused papers and publications in non English or regional contexts representing a fundamental limitation of bibliometric methodologies that must be addressed by future research through the integration of diverse databases. Theoretically, our research contributes a conceptual framework that positions digital transformation at the intersection of organizational design and managerial agency. Practically, this research provides a replicable and evidence supported framework for short and long term strategies for policymakers seeking to implement inclusive, adaptive, and sustainable digital reforms in the public sector.

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