

The Role of E-Government Implementation, Transparency, Responsiveness, and Trust in Enhancing Citizen Satisfaction

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Abstract

The present research will focus on the importance of the implementation of e-government, transparency, responsiveness, and trust for enhancing citizen satisfaction. The fast development of information and communication technologies has prompted governmental agencies to implement electronic systems that should provide efficient and high-quality services to their citizens. Even though there is already much evidence about the extensive use of e-government systems, differences in the level of service provided can imply that some other governance factors, such as transparency, responsiveness, and trust, can affect the perception and evaluation of services provided to the public. This research will use a quantitative methodology and a cross-sectional survey design. The sample of 120 people was used for collecting data. All respondents have experience in using e-government systems and have answered several questions regarding their satisfaction with the process. Multiple linear regression was applied for data analysis, and it revealed that the implementation of e-government, transparency, responsiveness, and trust positively affect citizen satisfaction. Among these variables, trust is the most influential one as it reflects the importance of citizen trust in government institutions. The developed model explains 61% of the variance in the level of citizen satisfaction.

Keywords: E-government implementation; transparency; responsiveness; trust; citizen satisfaction; digital governance

1. Introduction

Public administration has experienced great change in the recent past through the advancements in information and communication technologies (ICTs). Various governments around the globe have embraced the use of ICTs to deliver better public services, increase the efficiency of administrative processes, and engage their citizens (Munjirin, 2024). This revolution in public administration is known as e-government. E-government is a move away from the old system of administration that used paperwork and bureaucracy to a new era of computerized and digitized systems that allow interaction between governmental institutions and citizens. It is much more than a technological transition. It is a way of restructuring and reforming the systems of governance, service delivery, and citizen involvement. (He & Ma, 2021).

The introduction of e-government has also been linked with the principles of good governance. Transparency in governance implies the openness of the processes of government,



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the availability of information, and easy access to information by the citizens. Using digital platforms, the government can be able to release its budgets, policies, procedures, and performance reports in real-time so that the citizens can easily monitor the process of governance. It is hoped that with increased transparency, there will be reduced corruption and an enhanced decision-making process within democratic governance (Vangen et al., 2017). Nonetheless, the success of transparency initiatives requires not just the availability of the information but the accessibility of the digital platforms as well (Edi & Enzelin, 2022; Riu et al., 2026).

Responsiveness constitutes another important dimension of e-government, which denotes the capacity of governmental organizations to respond in an efficient way to the needs of the citizens and their complaints (Nazirwan & Fadhlani, 2024; Arif & Windarsari, 2026). The use of technological innovations creates real time communication channels that include the internet complaint system and chatbots and others through which citizens can interact with government organizations without geographical limitations (Caillier, 2015). Responsiveness is an important determinant of satisfaction among the general public since it shows how well the government responds to citizens' needs (Rahman et al., 2024; Dipoatmodjo et al., 2026). When there is a high level of responsiveness, citizens see the governmental organization as efficient and citizen centered.

Trust in government is another essential component that affects citizen satisfaction within the framework of e-government. Trust in this case means citizens' belief in the effectiveness, fairness, and reliability of governmental organizations. Implementation of e-government systems may have a positive or negative impact on citizens' trust based on the degree to which they are successfully implemented (Kumar et al., 2021; Windarsari & Arif, 2026). If these systems prove to be highly effective and safe, and, thus, show the competence of governmental organizations in protecting public interest, their implementation will increase citizens' trust. At the same time, problems related to such aspects as data protection, system malfunction, and uneven access to digital infrastructure may decrease citizens' trust in governmental organizations.

Citizen satisfaction has been identified as one of the most important indicators of the quality of public services and effective governance. In the age of technology, citizens expect the services provided by the government to be as efficient and responsive as the services offered by the private sector (Gautam, 2020; Зубчик et al., 2024). Citizen satisfaction is influenced by a number of variables, including the quality of services, availability of services, speed of response, transparency, and fairness. The objective of e-government is to enhance all these elements through streamlining processes, saving time, and improving access to services. But for citizen satisfaction to be achieved, it takes more than just adopting technology (Mannayong, 2024).

Even though there has been widespread use of e-government systems, some governments have been having difficulty ensuring that optimal levels of satisfaction are achieved for their citizens because of implementation issues, citizen's digital illiteracy, and infrastructural challenges. In most cases, e-government systems are available yet not utilized fully or fail to deliver because of a number of factors, such as lack of integration, lack of user interface, and lack of timeliness and accuracy in responses. Moreover, transparency may be present in terms of disclosure of information without ensuring that this information is easily understandable by

the citizens. This implies that the presence of e-government systems alone cannot guarantee improvement in satisfaction for the citizens. Therefore, the interaction between transparency, responsiveness, and trust with e-government should be investigated further.

The purpose of this study is to understand the impact of e-government implementation, transparency, responsiveness, and trust on increasing the level of satisfaction among citizens. The study attempts to investigate the manner in which the implementation of e-government tools and techniques improves the process of service delivery, the manner in which transparency of the e-government process helps achieve a state of openness and accountability, the manner in which responsiveness affects the perception of citizens about the efficiency of the government and the manner in which trust acts as a mediator in the relationship between e-government and citizen satisfaction.

2. Method

This research will use a quantitative research methodology in order to determine the link between the factors of e-government adoption, transparency, responsiveness, trust, and satisfaction of citizens. The research methodology will be of an explanatory type, with the intent of determining the cause-and-effect relationship among the variables selected. Data for this study will be collected by means of a cross-sectional survey. It is deemed suitable for this research as it will enable the researcher to gather information from people who have used government digital services.

The study population comprises of citizens who have availed themselves of the e-government services in their respective areas. A purposive sampling approach is adopted to make sure that those sampled fit the criteria, which is that they have had experience dealing with the various forms of electronic government systems such as licensing processes, complaints mechanisms, and online governmental service delivery sites. Data are gathered via a survey questionnaire which is designed on a Likert scale and comprises statements on which respondents rate on a scale between strongly disagree to strongly agree. The questionnaire questions are formulated using indicators of e-government, transparency, responsiveness, trust and satisfaction from previous researches.

In terms of data analysis, the following statistical methods will be employed for the current research: descriptive analysis and inferential analysis. Descriptive statistics is to be employed for summarizing respondent characteristics and major trends in the data, whereas inferential analysis will be used to verify relationships between the variables. The emphasis will be placed on identifying the direct and indirect impacts of implementing e-government, e-government transparency, e-government responsiveness, and e-government trust on citizen satisfaction. Hypotheses are tested at 0.05 significance level.

3. Results and Discussion

The following discussion highlights the empirical results of this study in terms of the impact of the implementation of e-government, transparency, responsiveness, and trust on the satisfaction of the citizens. The results are derived based on the data collected from the respondents who have previous experience in accessing e-government services. These results

are further sub-categorized into two categories; first, the descriptive results and second, the inferential statistical analysis results.

3.1. Descriptive Statistics

The following table presents the descriptive statistics for each research variable, including mean, standard deviation, minimum, and maximum values based on Likert-scale responses (1–5).

Table 1. Descriptive Statistics

E-Government Implementation	120	4.12	0.58	2.00	5.00
Transparency	120	4.05	0.61	2.00	5.00
Responsiveness	120	3.98	0.65	2.00	5.00
Trust	120	4.08	0.57	2.00	5.00
Citizen Satisfaction	120	4.10	0.60	2.00	5.00

Source: Data Analysis

Table 1 presents the descriptive statistics for the study variables based on responses from 120 participants. Overall, the results indicate that respondents reported relatively high perceptions across all variables, with mean scores ranging from 3.98 to 4.12 on a five-point Likert scale. Among the variables, E-Government Implementation recorded the highest mean score ($M = 4.12$, $SD = 0.58$), suggesting that respondents generally perceived the implementation of e-government services positively. Citizen Satisfaction followed closely ($M = 4.10$, $SD = 0.60$), indicating a high level of satisfaction with public services. Trust also showed a high mean score ($M = 4.08$, $SD = 0.57$), reflecting respondents' confidence in government services. Transparency achieved a mean of 4.05 ($SD = 0.61$), indicating favorable perceptions of openness and accessibility of government information. Responsiveness had the lowest mean ($M = 3.98$, $SD = 0.65$), although it still represents a relatively positive evaluation. The standard deviation values, ranging from 0.57 to 0.65, indicate moderate variability in respondents' perceptions, suggesting that responses were generally consistent across participants. The minimum and maximum values demonstrate that all variables covered a broad range of responses while remaining within the expected limits of the measurement scale (1–5).

3.2. Regression Analysis

To examine the effect of e-government implementation, transparency, responsiveness, and trust on citizen satisfaction, a multiple linear regression analysis was conducted. The results are presented in the table below.

Table 2. Multiple Linear Regression Coefficients

Variable	B	Std. Error	Beta	t	Sig. (p)
Constant	0.842	0.312	—	2.70	0.008
E-Government Implementation	0.218	0.072	0.221	3.03	0.003
Transparency	0.196	0.069	0.205	2.84	0.005

Responsiveness	0.174	0.065	0.186	2.68	0.008
Trust	0.291	0.080	0.268	3.64	0.000

Source: Data Analysis

Table 3. Model Summary

Statistic	Value
R	0.781
R Square (R^2)	0.610
Adjusted R Square	0.596
F	44.52
Sig.	0.000

Source: Data Analysis

It is noted from the results of the regression analysis that the independent variables e-government implementation, transparency, responsiveness, and trust have a positive and significant impact on citizen satisfaction at p-value of less than 0.05 level. It is important to note that the variable trust has the highest impact among the four variables (Beta value of 0.268). This means that the role of citizen confidence in government systems is very significant in determining satisfaction levels. The independent variable, e-government implementation also has a positive impact.

From the model summary, we observe that the R^2 equals 0.610. It is interpreted to mean that 61% of the variations in citizens' satisfaction have been attributed to the four independent variables used in the model. The results indicate that the model has high explanatory capability on the factors contributing to citizen satisfaction in e-government. The remaining 39% could be affected by other external variables not considered in this research, such as digital competence or social demographics. The results have proved that good e-government implementation and accountability increase citizen satisfaction.

3.3. Discussion

The results from the current research show that implementation, transparency, responsiveness, and trust in e-government have a positive impact on citizen satisfaction. The aforementioned results support the claim that digitalization in public administration is not just an improvement in technological terms, but rather a change in governance that transforms the way citizens perceive government performance. Additionally, the relatively high average values for all the variables indicate that the overall perception of e-government services is positive, implying that digital governance projects have become more popular among citizens.

Implementation of E-government proved to have a highly positive influence on citizen satisfaction, as expected, since good and effective delivery of services can significantly enhance users' experience. It corresponds to the fact that e-government makes administrative procedures easier, decreases wait time, and provides higher access to these services. When government services are provided in a web environment and work efficiently, people see the public administration as a more modern and efficient one. On the other hand, the findings show that quality of the implementation process is still important because it can restrict the benefits of electronic governance.

Transparency is another key aspect contributing to high levels of citizen satisfaction, emphasizing the necessity of having free access to government information. The more citizens are able to obtain information regarding government procedures and policies, the more they consider the government authorities accountable and legitimate. It confirms good governance theory, where transparency eliminates uncertainty, making the process of decision-making more reliable. Still, transparency in itself will not be enough when the information presented to the citizens is complicated and inconvenient for them.

Responding to people's needs and questions is also an important factor in determining citizens' satisfaction, albeit having a smaller influence than trust and use of e-governance services. It means that people appreciate prompt answers to their queries and complaints, but there can still be certain problems with responding to digital contacts from citizens on time and efficiently. Indeed, failure to provide a response to queries and complaints will undermine the usefulness of e-government. Hence, developing mechanisms for more effective responding is an indispensable part of e-government improvement.

The variable trust was found to be the most critical factor influencing citizens' satisfaction, thus, implying that trust in governmental institutions is the main factor that can positively affect people's perceptions of digital governance. It appears that in order for citizens to be satisfied, they need to trust the institutions that are implementing advanced and open systems. Trust serves as a base that helps to enhance the influence of other factors such as transparency and responsiveness. Lack of trust means that even the most advanced digital infrastructure might not lead to high levels of citizen satisfaction.

The findings clearly show that citizen satisfaction in relation to e-governance depends on a number of technological and governance variables. The synergy created by the use of good e-governance mechanisms combined with transparency of information, responsiveness, and institutional trust contributes to greater citizen satisfaction. Nevertheless, some residual variance found in the model indicates that there may be other variables, such as digital literacy, infrastructural inequalities, and differences in demographics, that affect citizen satisfaction.

4. Conclusion

The results of the current study confirm that implementation of e-government, transparency, responsiveness, and trust are the key factors contributing to citizen satisfaction in public service delivery. It is clear from the results obtained in this study that the development of good digital government systems ensures the efficient delivery of services, and transparency contributes to accountability and information access for citizens. The responsive nature of public service delivery helps to provide citizens with good experiences by means of communication and feedback provided. Trust is recognized as the most influential factor in terms of satisfaction. These variables account for a large portion of variation in citizen satisfaction; hence, successful e-government projects involve not only technology but also good governance.

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