UNDERSTANDING THE ATTITUDES OF LOCAL GOVERNMENT OFFICIALS (LGOS) IN SMALL LOCAL GOVERNMENTS IN PALEMBANG CITY, INDONESIA TOWARDS E-GOVERNMENT ADOPTION

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Abstract

The transition from traditional to e-government is crucial due to its potential to revolutionize government operations, enhance citizen engagement, and boost a country's competitiveness on a global scale. However, the comprehensive adoption of e-government faces various obstacles, particularly those related to human factors. This research aims to delve into and address the barriers to e-government adoption, specifically focusing on the reluctance of government officials in Palembang, Indonesia. To achieve this, the study employs The Theory of Planned Behavior (TPB) as a conceptual framework, with the intention of informing strategies that can expedite the adoption process. The research methodology involves qualitative data collection through in-depth interviews, document analysis, and content analysis for data interpretation. A semi-structured interview framework aligned with TPB serves as the research instrument. The combination of in-depth interviews, document analysis, and content analysis ensures a rigorous and comprehensive approach to understanding the barriers to e-government adoption in Palembang, Indonesia. It allows for the exploration of the perspectives and experiences of government officials, as well as the examination of relevant policies and documents, leading to informed strategies for accelerating the adoption of e-government. The study uncovers positive attitudes towards e-government adoption among Palembang City officials, driven by their recognition of the potential benefits. However, challenges such as resistance to change and limited resources need to be addressed. Ultimately, the proposed strategy to overcome these barriers encompasses the utilization of user-centered design, digital skills training, and the establishment of trust through transparent practices, all of which are deemed essential in facilitating the successful adoption of e-government.

Keywords: E-Government adoption, Theory Planned Behavior (TPB), Government officials, Barriers

1. Introduction

Small local governments (SLGs) like those in Palembang City operate at the sub-municipal level, addressing district- and neighborhood-specific needs within a larger metropolitan area (Wahyu et al., 2023). Such governments are instrumental in delivering public services that resonate with local communities, and their operations frequently involve direct citizen engagement and personalized service delivery (Shah, 2020). Given their direct interface with the public, SLGs play a vital role in bridging national directives with the specific needs of local populations, a responsibility that becomes even more critical with the shift towards digital government initiatives (Azadi, 2020; Willson & Game, 2011).

Palembang City offers an insightful setting for studying e-government adoption due to its ongoing digital transformation efforts against a backdrop of diverse socio-economic conditions, infrastructure challenges, and cultural dynamics. Following the Indonesian government's 2003 presidential directive, Palembang City embarked on various e-government initiatives, such as the development of online services and digital record-keeping, with the goal of enhancing transparency, service accessibility, and operational efficiency (Rijal et al., 2023). However, these efforts have been met with challenges including limited resources, technological barriers, and socio-cultural resistance to digitalization. Exploring these factors in Palembang provides a localized understanding of how national e-government policies are implemented at the grassroots level and the unique hurdles SLGs face.

Relevance of the Theory of Planned Behavior (TPB) in E-Government Adoption

The Theory of Planned Behavior (TPB) serves as a robust framework for assessing the attitudes, subjective norms, and perceived behavioral control among government officials regarding e-government adoption (Fishbein & Ajzen, 1975). By examining these dimensions, TPB can reveal not only officials' beliefs about e-government but also the socio-cultural and institutional influences shaping their views. Prior research suggests that these TPB factors are critical in shaping intentions and behaviors around technology adoption, making TPB an ideal lens through which to study the acceptance and potential resistance to e-government practices among SLGs in Palembang (Zahid et al., 2022).

Attitudes toward E-Government: For officials in Palembang, attitudes towards e-government are shaped by both perceived benefits, such as enhanced efficiency and improved citizen services, and potential challenges like resource limitations and adaptation efforts required. Understanding these attitudes allows policymakers to address specific concerns and reinforce positive perceptions through targeted communication and training (Heeks, 2006; Shareef et al., 2011).

Subjective Norms and Cultural Influences: Palembang's rich cultural backdrop, community-oriented values, and local government's commitment to public service influence subjective norms around e-government adoption. The role of peer expectations and public demand is crucial, as these norms can either accelerate or hinder digital initiatives. In this context, the TPB framework aids in identifying social drivers and potential resistance factors that can guide the design of more culturally aligned e-government policies (Malodia et al., 2021).

Perceived Behavioral Control: This factor highlights the extent to which government officials feel capable of implementing and managing digital services (Zolait, 2011). In Palembang, factors like digital literacy, access to resources, and infrastructure readiness impact officials' confidence in their ability to execute e-government initiatives effectively. By exploring perceived control over the digitalization process, the TPB framework supports the development of interventions that empower officials through skills training, technology upgrades, and peer support networks (Mat Dawi et al., 2021).

Significance and Urgency of Addressing E-Government Adoption Barriers in Palembang

The need to adopt e-government initiatives in Palembang City is pressing, especially as global trends continue to push for digital governance as a means to improve public sector efficiency and citizen trust. E-government has the potential to streamline government-citizen interactions, reduce administrative burdens, and foster transparency, all of which are critical for SLGs tasked with meeting the specific needs of local communities (Joshi & Islam, 2018). However, to fully realize these benefits, Palembang's SLGs must overcome barriers like limited resources, infrastructural limitations, and resistance to change. This research seeks to provide targeted recommendations by leveraging the TPB framework to guide policymakers in promoting positive behavioral changes, building a more robust digital infrastructure, and encouraging sustainable e-government practices within Palembang's local government (Gilbert et al., 2004).

2. Literature Review

This chapter provides a thorough review of the literature related to e-government adoption in small local governments (SLGs), focusing particularly on developing country contexts. It begins with an overview of SLGs, detailing their roles, structures, and the governance challenges they encounter. Next, it introduces the concept of e-government, covering definitions, benefits, implementation stages, and a discussion of both drivers and barriers. This review also explores how the Theory of Planned Behavior (TPB) can effectively explain the behavioral intentions of government officials regarding e-government adoption.

Small Local Governments: Roles and Challenges

Small local governments play a crucial role in delivering public services and addressing local needs. However, they face unique challenges that include limited resources, administrative capacity, and technological infrastructure. Such limitations often hinder their ability to fully adopt and benefit from e-government initiatives, necessitating a deeper understanding of the specific dynamics within SLGs in developing regions.

E-Government Adoption: Definitions, Benefits, and Stages

E-government is broadly defined as the use of information and communication technologies (ICT) in public service delivery, enhancing transparency and efficiency. E-government adoption generally follows a multi-stage process: from simple information dissemination to fully integrated digital services (Cirillo et al., 2023). cThe benefits include improved service delivery, increased citizen engagement, and enhanced government

accountability. Despite these advantages, barriers such as low digital literacy, resource constraints, and resistance to change often impede adoption in SLGs.

Comparative Analysis of E-Government Adoption in Southeast Asia

Studies on e-government adoption in Southeast Asia reveal several shared challenges and unique contextual factors. Research from countries like Malaysia and Thailand highlights the role of centralized support and strong policy frameworks in facilitating local adoption of e-government services (Rahman & Pangendra., 2022). However, the decentralized structure of Indonesia's government adds complexity to the adoption process, as local governments must independently address capacity-building and resource allocation issues (Sukarno & Nurmandi, 2023).

Theory of Planned Behavior as a Framework for E-Government Adoption

The Theory of Planned Behavior (TPB), introduced by Ajzen (1991), provides a framework for understanding behavioral intentions based on attitudes, subjective norms, and perceived behavioral control. TPB has been widely applied to predict e-government adoption, as it accounts for both individual beliefs and social pressures influencing behavior (LaMorte, 2021). Recent studies have demonstrated TPB's utility in similar e-government contexts in Southeast Asia, where attitudes, societal expectations, and perceived support significantly shape adoption intentions (Chayomchai et al., 2023).

Components of TPB in E-Government Adoption

Attitudes: Positive attitudes towards e-government, driven by perceived benefits like efficiency and service quality, strongly influence adoption intentions.

Subjective Norms: Social and organizational expectations play a crucial role in adoption, as officials are often motivated by peer and public expectations to adopt digital services.

Perceived Behavioral Control: The perceived ease or difficulty of using e-government systems, often influenced by available resources and training, affects officials' adoption intentions.

Psychological Constructs and Models Influencing Technology Adoption

In addition to TPB, other models such as the Technology Acceptance Model (TAM) and Diffusion of Innovation (DOI) Theory also highlight psychological factors in technology adoption. The TAM, for instance, focuses on perceived ease of use and usefulness as drivers of adoption intentions, while DOI Theory emphasizes factors like organizational readiness and leadership. Studies suggest that integrating elements of these theories with TPB could provide a more comprehensive understanding of technology adoption in SLGs (Cobelli & Blasi, 2024).

Unique Characteristics of Small Local Government in Indonesia

Indonesia's decentralized system, established after Suharto's regime, grants substantial autonomy to local governments (Talitha et al., 2019). While this decentralization has enabled SLGs to tailor e-government solutions to their specific needs, it has also introduced challenges related to resource allocation and infrastructure (Brian, 2000). Indonesia's unitary state

structure means that while regions have autonomy, the central government retains significant control over critical areas, creating a unique dynamic for implementing e-government initiatives (Simandjuntak, 2015).

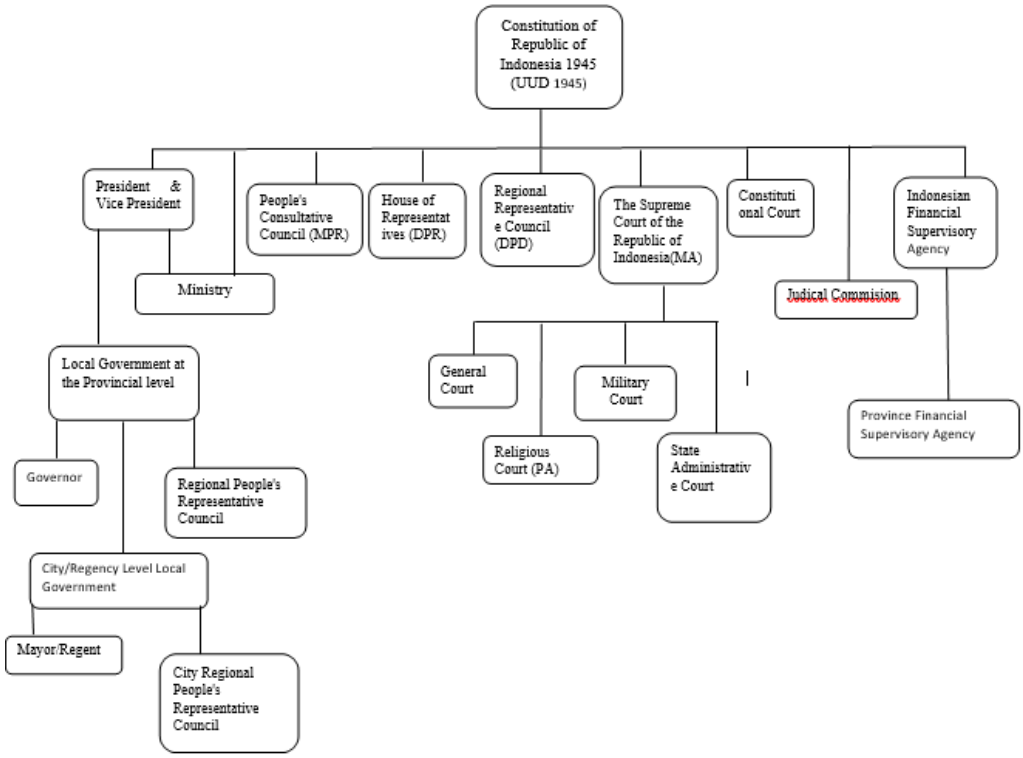


Figure 1. Indonesian government structure
Source: Kompas, 2022.

After the amendment of the 1945 Constitution, Indonesia's state administration system underwent significant changes. The People's Consultative Assembly (MPR), which was previously the highest state institution, now holds a position equal to other state institutions. This amendment also gave rise to new institutions such as the Constitutional Court (MK) and the Regional Representative Council (DPD). Currently, state institutions consist of the president and vice president, MPR, DPR (House of Representatives), DPD, MK, Supreme Court (MA), and the Audit Board of Indonesia (BPK). These institutions are divided into three main branches: executive, legislative, and judicial, along with one examinative institution. The executive branch consists of the president, vice president, and ministers, with regional governments run by governors, regents or mayors, and regional apparatuses. The legislative branch includes the MPR, DPR, and DPD, with members directly elected by the people through general elections. The judicial branch encompasses the MA and MK, supported by the Judicial Commission (KY). Meanwhile, the BPK acts as the examinative institution responsible for auditing state finances. These changes aim to create balance and effectiveness in governance and enhance the accountability of state institutions.

3. **Research Methodology**

Methodological Approach

This study investigates the barriers and drivers of e-government adoption among small local government officials in Palembang, Indonesia, using a qualitative methodology (Creswell, 2013). This approach is chosen for its effectiveness in exploring complex human factors, capturing detailed insights, and facilitating theory development. The study leverages the Theory of Planned Behavior (TPB) to understand behavioral intentions toward e-government adoption.

Data Collection

Primary Data: In-depth interviews will be conducted with key informants, These interviews will provide nuanced data on attitudes and behaviors toward e-government adoption. This study includes seven key informants who meet the established criteria outlined above (Creswell & Poth, 2016). The key informants are include the heads of local government departments, key decision-makers, and other relevant stakeholders involved in e-government adoption implementation based on following criteria:

- Head of the local government or high-ranking officials who have the authority to make decision making
- More than 5 years of service in the position
- Experience or knowledge with e-government services.
- The ability to express complex ideas and concepts related to e-government

Secondary Data: Document analysis will include government reports, guidelines, and policies related to e-government initiatives in Palembang, identifying the current state and challenges of e-government efforts.

Data Analysis

The qualitative data will be analyzed using content analysis, categorizing it into sub-themes based on attitudes, subjective norms, and perceived behavioral control. Patterns and connections within the data will be identified, and triangulation and member checking will enhance validity and reliability.

Research Instrument

A semi-structured interview framework aligned with the TPB will be used, focusing on attitudes, subjective norms, and perceived behavioral control, and their sub-factors.

Reliability and Validity

To ensure reliability and validity:

Consistency in Data Collection: Use a structured interview guide and train interviewers thoroughly.

Detailed Documentation: Maintain field notes and record interviews.

Triangulation: Use multiple data sources and involve multiple coders.

Credibility: Conduct member checking and engage with participants to build rapport.

These strategies will ensure that the research findings are reliable, valid, and provide meaningful insights into the factors influencing e-government adoption among local government officials.

4. **Result**

The research findings from in-depth interviews with government officials in Palembang City, Indonesia, reveal that these officials have positive attitudes towards adopting e-government services. They recognize the potential benefits, such as increased efficiency and improved service delivery, and are motivated by societal expectations and social norms. The officials understand the importance of embracing technology for positive change and aligning with global digital governance trends. y integrating direct quotes from key informants and providing specific examples from their experiences, the section will be enhanced as follows:

Attitudes

The interviews, conducted face-to-face in government offices, allowed for in-depth discussions on the attitudes of Palembang's local government officials towards e-government adoption. The key informants emphasized a positive outlook on the potential of e-government to increase efficiency and improve service delivery. As one informant stated, *"The prevailing attitudes among government officials in Palembang City regarding e-government adoption are overwhelmingly positive and forward-looking. This optimism is rooted in a deep understanding of the potential benefits that e-government can bring, such as increased efficiency and improved service delivery. Officials also recognize the global trend toward digital governance and view technology as a driver for positive change within the government's operating framework."*

This positive attitude is influenced by various factors. For instance, one key informant mentioned, *"The influence of e-government services on our citizens is a paramount consideration, particularly how it affects the lives of our citizens, including those residing in other countries. Trust in the government is crucial, as it plays a pivotal role in shaping our attitudes toward e-government adoption."* This perspective underscores the vital role that citizen trust and the perceived public value of e-government services play in shaping officials' willingness to adopt digital solutions.

In practice, these attitudes are manifested through actions such as the implementation of digital record-keeping systems and online public services. One key informant shared, *"Examples of these actions include the implementation of digital record-keeping systems, the provision of online public services, and the integration of data-driven decision-making processes. These initiatives reflect the officials' proactive engagement in leveraging technology to improve governance and enhance public service delivery."* Despite challenges such as resistance to change, the overall positive attitude toward e-government has driven success, particularly in initiatives like online tax payments and business registrations.

To foster this positive mindset, the government of Palembang has employed strategies such as comprehensive training programs and promoting a culture of open communication. *"We address resistance by providing comprehensive training, involving officials in decision-making, and offering ongoing support. To promote a supportive culture, we emphasize benefits,*

encourage collaboration, and provide resources for learning and innovation," explained one informant.

Behavioral Belief

The belief in the positive consequences of e-government adoption is a key factor influencing officials' intentions to embrace digital governance. One key informant noted, *"The prevailing belief among government officials in Palembang regarding the potential consequences of using e-government services is overwhelmingly positive. There is a strong belief that these services can lead to increased efficiency and effectiveness in government operations, ultimately improving service delivery to citizens."* This belief in the benefits of e-government—ranging from greater efficiency to enhanced transparency—motivates officials to adopt these solutions.

These beliefs also influence their intentions to improve governance practices. As one official explained, *"The belief that e-government can increase efficiency and transparency motivates us to adopt these services for improved operations and service delivery. Similarly, the belief that e-government enhances public trust drives our intention to improve governance practices."*

In their efforts to ensure successful adoption, officials also actively address potential drawbacks of e-government adoption. One informant shared, *"We have a systematic approach to identifying the impacts of adopting e-government services. This includes conducting thorough research, studying experiences from other regions, consulting with experts, and gathering feedback from stakeholders. Based on this, we develop a strategy to maximize benefits and mitigate drawbacks."*

Outcome Evaluation

When evaluating the outcomes of adopting e-government services, officials in Palembang weigh the potential benefits—such as improved efficiency and service delivery—against concerns like privacy and technological challenges. One official emphasized,

> *"As government officials, we constantly strive to balance the benefits of e-government services, such as increased efficiency and improved public service delivery, with the concerns surrounding privacy and technological challenges. While we acknowledge the immense potential of e-government to streamline processes and enhance citizen satisfaction, we also prioritize safeguarding sensitive information and ensuring that technology is accessible and user-friendly for all citizens."*

This balancing act involves continuous efforts to address technological challenges and improve public service delivery. As another official noted,

> *"The study on the use of technology and electronic performance report applications (E-Lapkin) in measuring employee performance in Palembang City sheds light on this. The research findings emphasize the benefits of technology in measuring performance, including easy accessibility, reduced operational costs, and real-time reporting, while also acknowledging obstacles such as system errors and power outages associated with its use."*

Subjective Norms

In Palembang, the subjective norms of government officials play a vital role in shaping the city's e-government initiatives (Bamidele, 2024). These norms are influenced by both external and internal factors. The research findings highlight that in a collectivist culture, where collaboration is valued, officials are more inclined to work together to develop effective e-government strategies. Local Government Officials (LGOs) in Palembang recognize the positive societal expectations and social norms around e-government, particularly as they are shaped by public awareness of the benefits that digital services can offer. As one official shared:

> *"We perceive the societal expectations and norms regarding the adoption of e-government as increasingly positive and supportive. There is a growing recognition among the public of the potential benefits that e-government can bring, such as improved access to government services, greater transparency, and enhanced efficiency. Societal norms are evolving to embrace digitalization and technology, leading to an increasing expectation for government services to be more accessible and convenient through online platforms. This shift presents an opportunity for us to further promote and enhance the adoption of e-government initiatives in our local context, aligning with the aspirations of the community we serve."*

In addition to societal expectations, community demands for convenience, transparency, and digital solutions push for a more digital and transparent government. One participant emphasized:

> *"As government officials in Palembang, we have observed specific demands from the community for greater access to government services and transparency. Citizens increasingly expect government services to be as convenient and efficient as those in the private sector. There is a growing call for digital solutions that can streamline public service delivery and improve efficiency."*

Moreover, the social norms in Palembang—emphasizing collaboration and respect for traditions greatly influence the LGOs' attitudes and actions toward e-government adoption. When asked how local social norms impact their approach, a key informant responded:

> *"As a government official in Palembang, I find that the social norms prevalent in our community play a significant role in shaping my attitudes towards the implementation of e-government initiatives. Our society values community collaboration and respect for local traditions, which are important considerations when introducing new technologies. The acceptance and support of our community are crucial for the success of e-government initiatives. Therefore, I am mindful of these social norms and strive to align our efforts with the values and expectations of our community, ensuring that our e-government initiatives are culturally appropriate and beneficial for all residents."*

Furthermore, when asked about the cultural impact, the response highlighted the importance of inclusivity in digital governance:

> *"Local cultural values deeply influence our approach to digital governance. Community collaboration and inclusivity are key. We aim to make digital services*

accessible to everyone while respecting our traditions and heritage. This reflects our commitment to serving the community's needs."

In terms of action, LGOs have developed concrete steps to integrate e-government initiatives. As one official explained:

"To ensure effective use of technology and meet community needs, I plan to assess and improve our technological infrastructure, develop training programs for employees, and collaborate with local technology experts. My goal is to make our e-government efforts strategic, sustainable, and responsive to the community's needs."

Normative Belief

The influence of normative beliefs—such as the attitudes and opinions of colleagues, the public, and leaders—on decision-making regarding e-government adoption was also examined. Officials in Palembang recognize that these beliefs significantly impact their actions. As one participant explained:

"Normative beliefs, including the attitudes and opinions of colleagues, the public, and leaders, have a substantial impact on our decision-making process. Colleagues' attitudes can foster a change-friendly environment, while public opinion ensures we remain aligned with the community's needs. Leaders' views help set the tone for e-government adoption, influencing how necessary and feasible these initiatives are perceived."

When asked about how positive and negative normative beliefs shape their intentions, the official elaborated:

"Positive normative beliefs, such as support from colleagues and leaders, create a motivating environment. When we see strong support from our peers and superiors, we are more likely to view the adoption of e-government as achievable. However, negative normative beliefs, like public resistance, can create hesitancy. If the public is concerned about privacy or the complexity of e-government, we may delay or reassess our efforts to adopt new technologies."

To balance these influences, officials acknowledge the importance of engaging with the public and addressing misconceptions about e-government. Public education campaigns are crucial in building trust and reducing resistance, ensuring that adoption efforts align with community expectations.

Motivation to Comply

The motivation to comply with the expectations of colleagues, the public, and leadership also emerged as a key factor in decision-making regarding e-government initiatives. Positive support from these groups serves as a driving force, as one official shared:

"Positive support from colleagues, the public, and leadership strongly influences our intention to adopt e-government initiatives. When colleagues support the effort, it boosts our confidence. Similarly, public preference for transparency and leadership directives drive us to prioritize e-government adoption."

On the other hand, skepticism or resistance whether from the public or leadership can have a counterproductive effect. One participant noted:

> *"Negative factors such as public resistance or leadership indifference can slow down our efforts. If the public is concerned about privacy or the perceived complexity of e-government services, or if our leadership is indifferent, it can be challenging to move forward. In these cases, we must focus on educating the public and fostering leadership support to overcome these barriers."*

Perceived Behavioral Control

The research findings indicate that the attitudes of Local Government Officials (LGOs) in Palembang towards adopting e-government, specifically focusing on perceived behavioral control (PBC), are influenced by several factors. LGOs in Palembang exhibit a high level of confidence in their ability to successfully implement and utilize e-government solutions. This confidence stems largely from the availability of resources, organizational support, and training programs that enable them to overcome technological challenges. According to one participant, when asked about their perception of control over the adoption process, they stated:

> *"As a government official of Palembang city, I perceive the level of control in the adoption process of e-government initiatives to be steadily improving. The government has been proactive in establishing and enforcing regulations that govern the implementation of e-government initiatives. This has provided a structured framework for the adoption process, thereby enhancing control. Efforts have been made to enhance the digital capabilities of government officials through training programs and workshops. This has empowered officials to actively participate in and influence the adoption process, thereby increasing their sense of control."*

This reflects the general sentiment among LGOs that a supportive policy environment, training programs, and regulations play crucial roles in enhancing their perceived control over e-government adoption. Furthermore, organizational support and collaboration with stakeholders are considered vital in shaping the confidence of government officials in the adoption process.

One key informant shared their thoughts on the role of organizational support in influencing perceived behavioral control, saying:

> *"I'd like to simplify the importance of organizational support in e-government adoption. E-government uses technology to make government services more accessible and efficient. For this to work well, employees need to understand and use these new systems. Organizational support plays a big role in this. It involves clear communication and training to ensure employees understand what e-government is and how it benefits everyone. Leaders must show that they believe in e-government and are committed to making it work, which can help employees feel more comfortable with the changes."*

This response emphasizes that organizational commitment to training, clear communication, and leadership buy-in are integral to boosting employees' confidence and control over adopting e-government technologies.

Despite these positive aspects, challenges remain. Several barriers to e-government adoption were highlighted by the participants, including technological barriers**,** limited resources, and resistance to change. One government official elaborated on these challenges:

> *"In the context of e-government initiatives in Palembang, several barriers hinder their smooth adoption. These barriers encompass technological, socio-cultural, and infrastructural challenges. Technological barriers include the lack of reliable internet connectivity and digital literacy among citizens, which can limit access to e-government services. Socio-cultural factors, such as skepticism towards online platforms and a preference for traditional, face-to-face interactions, also pose significant challenges."*

To overcome these challenges and further improve the perceived behavioral control of officials, the local government is implementing a variety of initiatives. One participant explained:

> *"As a government official, addressing the challenges identified in the adoption of e-government requires a multifaceted approach that combines strategic planning, technological innovation, and a strong commitment to public engagement and education. The local government is implementing comprehensive digital literacy training programs for government officials to equip them with the necessary skills to effectively use e-government tools and platforms, thereby reducing resistance to change and increasing their willingness to adopt digital solutions."*

In addition to training, the local government is emphasizing user-centered design for e-government platforms and is investing in cybersecurity to build public trust, which also contributes to the enhanced perceived behavioral control of both citizens and officials.

Another strategy to enhance perceived behavioral control includes performance-based incentives for officials who effectively implement e-government initiatives. According to one key informant:

> *"To enhance the perceived behavioral control of government officials and ensure the effective implementation and sustainability of e-government, the government is introducing performance-based incentives for officials who successfully implement and promote e-government initiatives, including bonuses, promotions, and recognition programs. Regular training and development sessions are being organized to keep officials up-to-date with the latest technologies and best practices in e-government."*

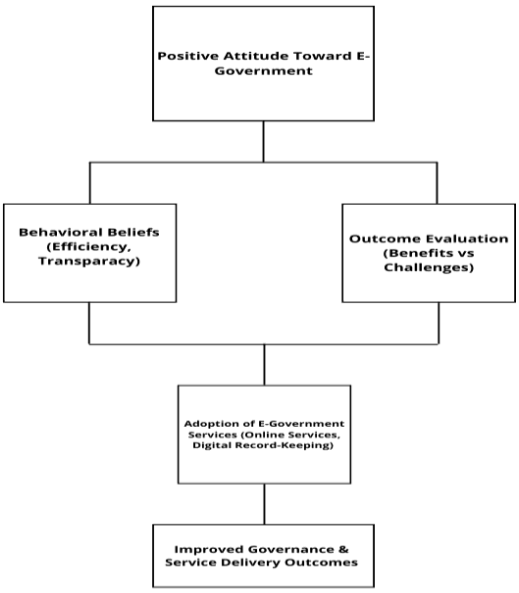


Figure 2. Flowchart: Factors Influencing E-Government Adoption

This flowchart shows the relationship between positive attitude**,** behavioral beliefs, and outcome evaluation (weighing benefits and challenges), leading to e-government adoption and ultimately resulting in improved governance and service delivery. It emphasizes how each factor flows into the next.

5. **Discussion**

The research findings highlight the positive attitudes of government officials in Palembang toward e-government adoption, driven by their awareness of its potential benefits such as increased efficiency and improved service delivery. To enhance e-government implementation in Palembang, specific, practical recommendations for policymakers and practitioners are essential to address the unique challenges identified in the research (Nguyen et al., 2023). While government officials in Palembang hold positive attitudes toward e-government due to its recognized benefits, significant barriers such as technological limitations, socio-cultural factors, infrastructural constraints, and resource challenges hinder full adoption.

First, expanding digital infrastructure is crucial for reliable internet connectivity, especially in underserved areas. Investment in high-speed internet and digital upgrades will support seamless online services for both officials and citizens. Collaborating with private sector technology providers to expand broadband access can reduce connectivity issues that inhibit e-government interactions.

Second, improving digital skills among government officials and citizens is fundamental for effective adoption. Mandatory digital literacy training programs for government employees should cover e-government tools, cybersecurity, and online service delivery. Community-based digital literacy workshops can help citizens navigate e-government services, with targeted support for seniors and those less familiar with technology.

Building public trust in online services is essential to overcome skepticism. Public awareness campaigns that emphasize the benefits, security, and privacy of e-government platforms can address concerns and encourage usage. Establishing customer service centers or helplines to assist citizens with navigating digital services ensures they feel supported during the transition. Addressing resistance to change within government departments requires strategic leadership and a supportive culture for digital transformation. Leaders should model the adoption of digital tools and regularly communicate the vision for e-government, fostering a culture of innovation. Change management strategies, including feedback sessions and workshops, can help officials adapt to new systems, easing the transition.

Encouraging active participation from key stakeholders ensures that e-government development aligns with the community's needs. Engaging citizens and local businesses in consultations fosters a sense of ownership and responsiveness in digital services. Offering incentives to government officials who demonstrate proactive engagement with e-government, such as awards or performance-based recognition, can further motivate adoption.

Finally, sustainable e-government implementation requires sufficient funding. Allocating specific budgetary provisions to cover infrastructure upgrades, training programs, and public awareness initiatives is critical. International funding sources or grants focused on digital governance and capacity building may also be explored to complement local efforts.

In conclusion, implementing these targeted recommendations will help Palembang overcome barriers to e-government adoption. A coordinated approach—combining technological investment, capacity-building efforts, and cultural change—positions Palembang as a potential leader in digital governance in Indonesia, fostering improved service delivery and setting an example for similar municipalities nationwide.

6. **Conclusion**

The research highlights positive attitudes among government officials in Palembang City, Indonesia, towards adopting e-government services, driven by a clear understanding of the benefits, societal expectations, and trust in the government. The city's cultural and contextual elements play a crucial role in shaping this optimistic attitude, influencing the planning and execution of e-government projects. The government has implemented strategies such as extensive training programs and promoting open communication to cultivate this positive outlook. However, challenges such as resistance to change and concerns about data security remain, requiring ongoing efforts to address. Overall, the study underscores the importance of aligning e-government initiatives with local culture and values to ensure successful adoption and implementation

7. Recommendations

Based on the research findings, several recommendations can be made for academic researchers, practitioners, and future researchers to enhance the adoption and effectiveness of e-government initiatives in Palembang City, Indonesia. These recommendations aim to address the challenges identified in the research and capitalize on the positive attitudes and commitment of government officials towards e-government adoption.

Recommendations for Academic Researchers:

Conduct further research to explore the specific factors that influence resistance to e-government adoption in different contexts. This will contribute to a deeper understanding of the barriers and challenges faced by government officials and help identify effective strategies to address them.

Investigate the long-term impact of e-government adoption on governance outcomes, such as transparency, accountability, and citizen satisfaction. This will provide valuable insights into the effectiveness and sustainability of e-government initiatives.

Recommendations for Practitioners:

Develop and implement comprehensive change management strategies to address resistance to e-government adoption. This includes conducting stakeholder analysis, involving key stakeholders in decision-making processes, and providing training and support to facilitate behavioral and attitudinal changes.

Foster a culture of innovation and continuous improvement within government organizations. Encourage experimentation, learning, and sharing of best practices to drive successful e-government implementation.

Invest in technological infrastructure and digital literacy programs to ensure equitable access to e-government services. Addressing the digital divide is crucial to ensure that all citizens can benefit from e-government initiatives.

Recommendations for Future Researchers:

Explore the role of leadership in driving e-government adoption and implementation. Investigate the impact of leadership styles, change management strategies, and communication practices on the success of e-government initiatives.

Investigate the role of citizen engagement and participation in e-government adoption. Examine the impact of involving citizens in the design, implementation, and evaluation of e-government services on their adoption and utilization.

Limitations of this Research:

The research focused on government officials in Palembang City, Indonesia, and may not be fully generalizable to other regions or countries. Future research should include a more diverse sample to enhance the generalizability of the findings.

The sample size of the research may be limited, which could impact the representativeness of the findings. Future research should aim for larger sample sizes to ensure robustness and reliability.

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