

## ANALYSIS OF THE IMPLEMENTATION OF GOOD GOVERNANCE PRINCIPLES IN THE MANAGEMENT OF SUSTAINABLE DIGITAL PUBLIC SERVICES THROUGH THE JAKI APPLICATION IN DKI JAKARTA

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### Abstrak

#### Keywords:

Good Governance,  
Digital Public Services,  
JAKI Application,  
Smart Governance,  
Sustainability.

*This study analyzes the implementation of good governance principles in the management of digital public services through the Jakarta Kini (JAKI) application in the Province of DKI Jakarta. The research employs a qualitative method with a case study approach, using data obtained from feature exploration of the application and content analysis of JAKI's official website, which were examined using five dimensions of good governance. The findings indicate that JAKI supports transparency and accountability at the service level by providing information, complaint status tracking, as well as rating and feedback features. However, the openness of bureaucratic performance data at the organizational level remains limited. Public responsiveness and participation have increased through reporting and evaluation channels, yet the quality of responses depends on the capacity of regional government agencies, and participation is still hindered by gaps in access and digital literacy. In terms of sustainability, JAKI demonstrates relatively strong technical sustainability through regular updates, but social and organizational aspects particularly long-term funding and institutional interoperability still need to be strengthened.*

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### INTRODUCTION

Digital transformation in the public sector has evolved into a global priority agenda that fundamentally reshapes the way modern governments operate and interact with society. In the contemporary era, the international community increasingly recognizes the importance of smart governance as an integrative approach that combines information technology innovation with solid governance principles and a



commitment to sustainability as strategic instruments in achieving the Sustainable Development Goals (SDGs). As stated by Berrone et al. (2022), smart governance plays a crucial role in driving inclusive development and empowering communities sustainably at the city level.

However, the journey toward implementing smart city governance, particularly in developing countries, is inseparable from various complex challenges that extend beyond technological infrastructure alone. Tan and Taeihagh (2020), in their systematic literature review, emphasize that smart city governance in developing countries requires more than technology; it also demands institutional capacity and robust governance frameworks. The success of digital transformation requires the development of a comprehensive e-governance framework, the achievement of effective public sector organizational interoperability, and sustained capacity-building efforts to ensure targeted and impactful implementation (Bai & Thimmaiah, 2024; Margariti, 2022).

Within the context of smart governance, transparency and accountability serve as critical foundations for building public trust and preventing corruption in the management of digital public services. Muslim and Mais (2023) elaborate on the complex interplay between transparency, accountability, and corruption in contemporary discourse, demonstrating that the implementation of digital technology in governance must be followed by strong transparency mechanisms and clear accountability systems to create a deterrent effect against corrupt practices.

Indonesia's digital landscape has undergone dynamic and significant changes, particularly in the context of increasingly developing public services in the post-COVID-19 era. Prihatin et al. (2023) highlight how digital transformation in public services became an urgent necessity in the post-pandemic period, as reflected in various digitalization initiatives of public services at the regional level. The transition from conventional e-government paradigms toward technology-based good governance models opens new opportunities while also presenting substantial challenges for local government institutions in their efforts to improve the quality and expand the accessibility of public services to the wider community.

Alfayn (2022) emphasizes that the shift from e-government toward good governance requires a deep understanding of the impact of digitalization on public service delivery in the Indonesian context. Nevertheless, the implementation journey of digital platforms for public services in Indonesia continues to face several fundamental obstacles that must be strategically addressed. Aditya (2024) shows that digital divides in public service provision remain a serious issue, particularly in coastal and rural areas that are still underserved by digital infrastructure. Additionally, there are limitations in institutional capacity and human resources development (Maskikit et al., 2025), along with inconsistencies in applying good governance principles across various levels of local government (Rinayuhani et al., 2025).

In the ideal conception, the digitalization of public services is designed and expected to become a medium for realizing government based on the values of transparency, accountability, responsiveness to societal needs, and long-term sustainability, all aligned with the fundamental principles of good governance. Rinayuhani et al. (2025) underline the importance of good governance through government digitalization as an effort to realize these values. However, when confronted with the dimensions of practical implementation, there is often a significant gap between such aspirational visions and the realities encountered in the field.

This phenomenon is clearly reflected in the case of the JAKI (Jakarta Kini) application, an ambitious initiative by the Jakarta Provincial Government to consolidate and integrate various public services into a single unified digital platform. Dewi et al. (2023) analyze digital transformation in public service innovation through the JAKI application in the context of achieving smart governance in Jakarta, revealing both its potential and the challenges faced. Despite its noble conceptualization and objectives, empirical studies show that its implementation remains confronted with numerous technical issues, accessibility challenges for user groups with specific characteristics and needs, and difficulties in encouraging widespread adoption and use among the general population.

Subiyanto et al. (2024) focus on the impact of JAKI accessibility on public services in Jakarta, finding significant barriers to achieving universal accessibility. Pratamaningtiyas et al. (2024) analyze JAKI's decision-making processes regarding public service improvements in the Jakarta Province, examining how the application's functionality translates into actual service enhancement. Ramadhania et al. (2023) note that although the implementation of JAKI e-government has the potential to improve the quality of public services, its implementation in 2022 still faced various operational obstacles.

Based on an in-depth analysis of previous studies on JAKI, three significant research gaps emerge that warrant attention and offer opportunities for further research. First, although some studies have analyzed JAKI's impact on public service accessibility and decision-making, research has not yet comprehensively integrated and analyzed how the five good governance principles—transparency, accountability, responsiveness, participation, and sustainability—are reflected in each functional component of the JAKI application. Dewi et al. (2023) examine JAKI's digital transformation toward smart governance but do not provide a holistic analysis of the integration of the five principles as a whole. Fajar (2023), in his study on JAKI e-service strategies through the public value paradigm, has not explicitly linked all dimensions of good governance.

Second, previous studies on JAKI generally employed cross-sectional methodologies or short-term year-specific impact analyses (Pratamaningtiyas et al., 2024; Ramadhania et al., 2023). There is still no longitudinal research analyzing the sustainability of JAKI implementation, whether technically (system maintenance and updates), financially (sustainable funding models), or socially (consistent adoption rates and satisfaction levels). Berrone et al. (2022) highlight the importance of sustainability in smart governance, yet no research specifically analyzes the long-term sustainability of JAKI from these perspectives.

Third, there is still limited research that holistically analyzes how JAKI achieves cross-sectoral public organizational interoperability, facilitates collaborative governance, and integrates multi-stakeholder participation—including government, citizens, private sectors, and civil society organizations—in managing digital public services. Firman (2023) discusses smart city governance from a collaborative governance perspective, but with a broader focus rather than specifically addressing JAKI. Margariti (2022) develops a holistic model to assess public sector organizational interoperability, yet it has not been specifically applied in the context of JAKI.

The discussion on implementing good governance principles in sustainable digital public service management through JAKI holds multiple levels of importance

that cannot be overlooked. There is significant strategic policy relevance, as the Indonesian government has established digital transformation as a key pillar of national development, with Jakarta serving as a pioneering province in adopting digital platforms for public services. Understanding the extent to which JAKI implements good governance principles can provide valuable lessons for other local governments in Indonesia developing similar platforms. Maskikit et al. (2025) position capacity building as a key factor in successful e-government implementation in Indonesia, making an in-depth study of JAKI valuable for informing the development of other governmental digital platforms. This research can enrich academic literature on how good governance principles are translated within information technology and digital public service contexts, particularly in developing countries with characteristics such as Indonesia (Bai & Thimmaiah, 2024).

This research is expected to provide concrete contributions to society measurable through various dimensions. On a practical level, the findings may serve as a basis for policy recommendations to the Jakarta Provincial Government to improve and optimize JAKI's features so they better align with good governance principles and the diverse needs of citizens. This can directly enhance the quality of public services received by Jakarta residents. Findings from Subiyanto et al. (2024), Pratamaningtyas et al. (2024), Fajar (2023), and Ramadhania et al. (2023) have identified several aspects of JAKI implementation that can be improved, and this research may offer holistic recommendations based on good governance principles. Through the revelation of research gaps and analytical outcomes, this study can educate stakeholders—including the general public, government practitioners, and policymakers—about the importance of integrating good governance principles into every digital public service initiative. Prihatin et al. (2023) and Rinayuhani et al. (2025) demonstrate that public literacy and understanding of digital public services are crucial to the success of digital transformation. Thus, this research has the potential to become a catalyst for broader adoption of sustainable digital public service governance paradigms in Indonesia, inspiring similar innovations at both local and national levels (Berrone et al., 2022; Tan & Taeihagh, 2020; Firman, 2023).

## LITERATURE REVIEW

### 1. Conceptual Foundation: Good Governance and E-Government

Good governance has evolved into a fundamental concept in the discourse of public administration, which includes principles such as transparency, accountability, responsiveness, participation, and sustainability in government operations (Rinayuhani et al., 2025). The integration of good governance principles with digital technology has become increasingly important as governments around the world seek to improve the quality of services and strengthen institutional legitimacy. The transition from traditional e-government systems to a comprehensive good governance framework has been identified as a critical path to improve the quality of public services, where the digitalization of public services must be based on solid good governance principles (Alfayn, 2022).

Bai and Thimmaiah (2024) provide a comprehensive review of the e-governance framework and the challenges inherent in its implementation, particularly in the context of developing countries, emphasizing the importance of bridging the gap between

digital infrastructure and good governance principles through attention to organizational capacity, policy cohesion, and stakeholder engagement. Their analysis reveals that digital systems should be designed to strengthen rather than weaken governance principles such as transparency and accountability, which is in line with the view of Muslim and Mais (2023) that digital transparency has the potential to reduce the chances of corrupt practices through the delivery of open and accountable information.

## **2. Sustainable Digital Public Services**

Sustainability in the context of digital public services goes beyond environmental considerations to include technical, financial, and social dimensions (Berrone et al., 2022). The framework of Berrone et al. (2022) suggests that smart governance must balance technological advances with long-term organizational sustainability and social inclusivity to create sustainable positive impact. A sustainable digital public service system must overcome geographical, demographic, and socio economic barriers to ensure inclusive access, as shown by Aditya (2024) who documents the persistent digital divide in public services, especially in coastal and rural areas. Measuring and operationalizing sustainability in the context of digital governance represents another critical dimension (Tan & Taeihagh, 2020). Tan and Taeihagh's (2020) framework shows that sustainable governance requires the continuous adaptation of digital systems to respond to the needs of evolving citizens and changing environmental conditions, emphasizing the importance of long-term vision and adaptive management strategies that are different from static conceptions of digital implementation.

## **3. Smart Governance and Digital Transformation**

Smart governance represents an evolution that goes beyond conventional e-government approaches, combining advanced technology and collaborative governance models (Berrone et al., 2022). The framework Berrone et al. (2022) positions smart governance as essential for cities that seek to balance technological innovation with environmental sustainability and social equality in achieving urban development goals that are in line with sustainable development objectives. The implementation of smart city governance in developing countries presents distinctive challenges and opportunities, with Tan & Taeihagh (2020) identifying specific constraints including limited institutional capacity, inconsistent policy frameworks, and variations in technological infrastructure across regions.

Organizational interoperability represents a critical technical dimension in the implementation of smart governance, where Margariti (2022) developed a holistic model to assess organizational interoperability in the public sector. An integrated governance system must function across organizational boundaries to provide seamless citizen services, and Firman (2023) expands on this discussion by emphasizing that effective governance requires structured mechanisms for multi-stakeholder participation and coordination in the context of smart cities.

## **4. Implementation of Digital Public Services in Indonesia**

Indonesia's approach to digital transformation in public services reflects the opportunities and constraints inherent in implementing advanced governance systems in the context of developing countries (Prihatin et al., 2023). The COVID-19 pandemic accelerated the process of digital transformation in Indonesia's public administration, creating both implementation pressures and institutional learning opportunities, as demonstrated in various public service digital initiatives in the regions. Capacity building emerges as a critical success factor, with Maskikit et al. (2025) identifying that

technical systems require complementary human resource development and institutional strengthening.

The digital divide remains a significant challenge to the quality of inclusive digital public services in all regions of Indonesia (Aditya, 2024). Aditya (2024) shows that the digital divide in the coastal region of Tangerang continues to hinder equitable access to public services, and national digital transformation initiatives must consider geographical and demographic variations. There are limitations in the development of institutional capacity and human resources, as well as inconsistencies in the application of good governance principles at various levels of local government (Rinayuhani et al., 2025).

### **5. JAKI Application: Case Study and Implementation**

The Jakarta Kini (JAKI) application represents a significant case of the implementation of a comprehensive digital platform for the quality of public services at the provincial level in Indonesia (Dewi et al., 2023). JAKI integrates a wide range of public services in an integrated digital platform, although the reality of implementation reveals a gap between the intended governance outcomes and the improvement of the actual quality of services. The accessibility dimension of the JAKI implementation received special attention, with Subiyanto et al. (2024) finding that although applications expand access points for quality of service, significant barriers remain for certain user populations regarding digital literacy and service design.

The decision-making process in the implementation of JAKI affects both the quality of services and the overall governance results (Pratamaningtyas et al., 2024). Fajar (2023) examines the strategy of using e-service applications at the local government level through the public value paradigm, showing that the implementation of JAKI reflects decisions about which public values should be prioritized and how citizen engagement mechanisms should be structured. The broader trajectory of JAKI's implementation in DKI Jakarta's e-government strategy provides important context, with Ramadhania et al. (2023) documenting progress in improving service quality and persistent operational challenges during 2022.

### **6. Quality Governance and Sustainability Measurement**

Measuring governance quality in the context of digital public services requires a framework that integrates the principles of good governance with operational indicators that reflect actual service quality results (Bai & Thimmaiah, 2024). Bai and Thimmaiah (2024) emphasize that governance quality assessments must pay attention to both the performance of the technical system and alignment with governance principles, where digital systems must be evaluated not only based on technical functionality but also their capacity to improve transparency, accountability, and responsiveness. Berrone et al. (2022) emphasize that smart governance systems that aim to achieve sustainable development goals must incorporate explicit sustainability metrics that link objectives with measurable performance indicators.

Multi-stakeholder collaboration frameworks represent an essential dimension of governance quality that goes beyond individual digital platforms (Firman, 2023). Firman (2023) examines smart city governance from the perspective of collaborative governance, identifying that effective governance in the digital context requires structured mechanisms to integrate the perspectives and participation of various stakeholders including government agencies, civil society organizations, private sector actors, and community representatives. Digital platforms function most effectively

when embedded in institutional settings that facilitate genuine collaboration and shared decision-making among all stakeholders (Margariti, 2022).

## RESEARCH METHOD

### 1. Research Design

This research uses a qualitative research method with a case study approach. The selection of a qualitative approach is based on the purpose of the research to understand in depth how the principles of good governance are implemented in the management of sustainable digital public services through the JAKI application. The case study approach was chosen because it allows researchers to explore complex phenomena in real-world contexts, especially when the boundaries between the phenomenon and its context are not clearly visible. This method is very suitable to analyze the implementation of JAKI as a digital governance system that is integrated in the Jakarta public administration ecosystem.

### 2. Data Sources

Research data is sourced from two main categories:

1. JAKI Application: A comprehensive exploration of the app's features and functionality, user interface, feedback mechanism, rating system, transparency features, cross-agency service integration, and user accessibility.
2. JAKI Official Website: Analysis of institutional information, vision and mission, policies and user guides, implementation reports and statistics, performance metrics, and publicly published information transparency communication.

### 3. Data Collection

Techniques Data is collected through:

1. Application Documentation and Exploration: Systematic coding of features that support the Metode dapat ditulis dalam sub-subbab, dengan *sub-subheading* principles of good governance and mapping of accessibility mechanisms and user participation.
2. Website Content Analysis: In-depth analysis of published information to identify the level of transparency, responsiveness, and stakeholder engagement.
3. Analysis of Secondary Documents: A review of the official report of the DKI Jakarta Provincial Government, technical documentation, and regulations underlying the development

## RESULT AND DISCUSSION

### 1. Implementation of the Principle of Transparency in JAKI

Application Transparency is one of the basic principles of good governance that emphasizes the availability of clear, accurate, and easily accessible information to the public. The results of the analysis of the JAKI application show that this platform has provided various features that support transparency practices, including the presentation of information on the types of public services, the status of handling public reports, and the publication of DKI Jakarta Provincial Government programs which are packaged in a relatively easy-to-understand interface. Through features such as JakLapor, users can follow the progress of report completion in real time, including knowing the agency in charge and the ongoing handling stages, thus providing space for social supervision of bureaucratic performance.

These findings are in line with the views of Muslim and Mais (2023) who affirm that digital transparency has the potential to reduce the chances of corrupt practices through the delivery of open and accountable information. However, transparency in JAKI is

still partial because not all agency performance data has been published in detail, for example, indicators of service achievement between regional apparatus or service performance aggregation. Dewi et al. (2023) also noted that although JAKI has integrated various services in one platform, data disclosure is still limited to general information. This shows that the implementation of the principle of transparency through JAKI tends to be stronger at the level of service to users, but has not fully penetrated into the transparency of the performance of government organizations as a whole.

## 2. Implementation of Accountability in JAKI

Service Management Accountability presupposes clarity of roles, performance evaluation mechanisms, and feedback channels that allow the public to assess the extent to which the government is meeting its obligations. The JAKI application has accommodated several instruments that support accountability, such as service assessment features, comment columns, and reporting of follow-up results in the JakTanggap and JakLapor modules that allow residents to assess the speed of response and the quality of follow-up of related agencies. These features are in line with the idea of Bai and Thimmaiah (2024) that an effective digital system needs to provide space for continuous monitoring of government performance by the public.



**Picture 1. Detail Report in the Jaki App**

However, the accountability built through JAKI is still more dominant at the micro level, namely in the direct relationship between users and certain service units. Analysis of the official JAKI website shows that there is no public performance dashboard that presents an aggregation of indicators, such as the level of compliance of regional apparatus in following up on complaints or the average time of completing reports per agency. This condition indicates that organizational accountability at the macro level has not been fully institutionalized through JAKI. These findings are consistent with Ramadhania et al. (2023) who stated that the implementation of e-government in DKI Jakarta still faces challenges in consolidating performance across organizations, so accountability mechanisms have not been systematically integrated in

one joint reporting instrument.

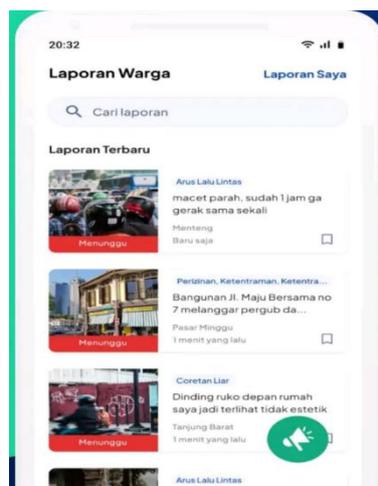
### 3. Government Responsiveness through JAKI

Digital Service Features Responsiveness is an important indicator to assess the extent to which the government is able to respond to the needs and complaints of the community quickly and appropriately. The results of observations of the JakLapor, JakResponse, and emergency services features show that in terms of system design, JAKI relatively supports responsiveness through automatic notifications, report status updates, and marking of handling progress that can be accessed directly by users. This is in line with the findings of Pratamaningtyas et al. (2024) which show that JAKI acts as a means of quick coordination between agencies, thereby helping to speed up bureaucratic processes on a number of types of services.

However, responsiveness between regional apparatus has not been completely consistent. In some categories of reports, there are still cases where the response from the relevant agencies is delayed or the handling process stops without clear follow-up information. This inequality reflects the difference in organizational capacity and human resources in each agency, as identified by Maskikit et al. (2025) that limited capacity is one of the main obstacles in the implementation of e-government in Indonesia. Thus, technically JAKI provides a responsive service infrastructure, but the quality of the final response remains highly dependent on the readiness and commitment of the implementing agencies behind the system

### 4. Public Participation through Reporting and Feedback Systems

Community participation is a crucial dimension in digital governance because it allows citizens to be involved not only as service recipients, but also as supervisors and partners of the government. Through the JakLapor, JakRespons, and various online surveys, JAKI provides a channel for residents to report problems in their neighborhoods, provide assessments of the services received, and provide input on government policies and programs. This design is in line with Fajar (2023) which places the government's digital platform as an instrument for articulating public values, where citizens are given space to voice their preferences and evaluation of government performance.



Picture 2. Latest Citizen Reports in the JAK Application

However, the participation built through JAKI has not been completely evenly

distributed and has not fully transformed into collaborative participation. Older age groups, people with low digital literacy, and low-income residents still make relatively little use of participatory features, so the voices of vulnerable groups are underrepresented. This is in line with Aditya's (2024) findings regarding digital inequality that still hinders the use of digital public services in various social groups. In addition, there is no strong evidence that public feedback and reports received through JAKI are systematically integrated in the process of policy formulation or program adjustment. As a result, citizen participation facilitated through JAKI tends to be still at the consultative level, having not yet reached the form of policy co-creation as idealized in the concept of collaborative governance (Firman, 2023).

### **5. Sustainability Dimensions: Technical, Social, and Organizational**

The sustainability dimension is an important aspect in assessing sustainable digital public services because it concerns the system's ability to survive, adapt, and remain relevant in the long term. From a technical perspective, JAKI periodically updates applications, bug fixes, and adds new features, which shows the manager's commitment to ensuring the reliability and sustainability of the system. This practice is in line with Tan and Taeihagh (2020) who emphasized that smart city systems require continuous updates in order to be able to keep up with technological developments and changing societal needs.

From a social perspective, JAKI contributes to expanding access to public services for Jakarta residents through the digitization of various administrative affairs and complaints. However, these benefits have not been felt evenly because there are still obstacles in the form of inequality of internet access and digital literacy, especially in certain groups. These findings are consistent with Aditya (2024) who shows that the digital divide remains a major challenge in the equitable distribution of technology-based public services in Indonesia.

At the organizational level, the sustainability of JAKI still faces several challenges. There has not been an explicit long-term funding model or cross-agency policy framework that expressly guarantees the administrative and financial sustainability of the JAKI platform. In addition, coordination and interoperability between government organizations have not been fully optimal, even though Margariti (2022) emphasized that institutional interoperability is an important prerequisite for the sustainability of an integrated digital governance system. Thus, it can be concluded that JAKI shows relatively strong achievements in the technical sustainability aspect, but still needs to strengthen the social and organizational dimensions to be truly in line with the vision of sustainable digital public services and contribute to the achievement of sustainable development goals as outlined by Berrone et al. (2022).

## **CONCLUSION**

This study concludes that the implementation of the principle of good governance in the management of digital public services through the JAKI application in DKI Jakarta is progressing but is not fully optimal, where transparency and accountability are beginning to be realized through the provision of service information, tracking of complaint status, as well as assessment and feedback features, but it has not been supported by the disclosure of bureaucratic performance data in aggregate so that accountability is still dominant at the level of micro-relations between residents and service units; In terms of responsiveness and participation, JAKI is able to accelerate

communication and coordination between agencies and provide reporting and evaluation channels for the community, but the quality of response is highly dependent on the capacity of each regional apparatus and participation is still not inclusive due to the hampered of the gap in access and digital literacy and the lack of consistent integration of citizen feedback in the policy-making process; Meanwhile, in the sustainability dimension, JAKI has shown quite good performance technically through periodic updates and feature development, but is still weak in social and organizational aspects due to the lack of a long-term funding framework and strong institutional interoperability, so that overall JAKI can be seen as an important initiative for the transformation of digital public services that has integrated some of the principles of good governance. But it still requires strengthening policies, institutional capacity, and sustainability strategies to truly be able to realize transparent, accountable, responsive, participatory, and sustainable digital public services.

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