

## The Ethical Success Factors Affecting E-government Implementation

**Khalsa Rashid Abdullah Al Ismaili**

10903329@uofn.edu.om

**Jokha Hamed Saif Al Athumani**

14011133@uofn.edu.om

Department of Management, University of Nizwa, Oman

Two Revisions; Last Revised on 08 June 2023; Accepted on 1 January 2024

### ABSTRACT

**Purpose:** This paper aims to provide a comprehensive model of Ethical Success Factors (ESFs) crucial for e-government implementation by synthesizing existing research.

**Study design/methodology/approach:** The research employs a meta-ethnography method, integrating qualitative results from 34 studies to identify and analyze the ESFs in e-government.

**Findings:** The study identifies eight critical ethical success factors for e-government: Data Protection, Transparency, Digital Inclusion, User Consent and Control, Digital Rights, Ethical Use of Technology, Accountability, and Oversight. These factors are essential for stakeholders and government organizations to ensure successful e-government deployment.

**Research Limitations/Implications:** The study is limited to qualitative data from existing literature, which might not capture all contemporary or emerging ethical challenges in e-government implementation.

**Practical and Social Implications:** Understanding these ESFs is vital for decision-makers to facilitate the transition from traditional governance models to efficient electronic governments, thus enhancing public trust and service delivery.

**Originality/value:** This study contributes to e-government literature by providing a synthesized model of ethical considerations, aiding in the development of a more structured approach to the ethical dimensions of e-government.

**Keywords:** Ethical Success Factors, e-government, meta-ethnography, Data Protection, Transparency, Digital Inclusion, User Consent, Digital Rights, Technology Ethics, Accountability, Oversight.

### 1. Introduction

As governments worldwide adopt Electronic Government (E-Government) initiatives, ethical considerations have become increasingly critical to their success (Valle-Cruz, García-Contreras, & Gil-Garcia, 2023). However, despite the extensive focus on critical success factors in e-government literature, there is a notable gap in the explicit investigation of ethical factors, which are essential for ensuring that the adoption of E-Government technologies respects privacy, enhances transparency, and promotes inclusivity (Sabani, 2021). The literature suggests that

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ethical factors in E-Government span a broad spectrum, including privacy, data security, transparency, accountability, and digital inclusion (Park, 2008; Napitupulu & Sensuse, 2014). While numerous studies have addressed these concerns, few have systematically synthesized these factors to present a cohesive model of ethical success factors (ESFs). This gap underscores the need for a comprehensive exploration of how ethical considerations shape the effectiveness and acceptance of E-Government initiatives. To address this need, our study employed a meta-ethnography method, synthesizing secondary data from 34 existing studies to develop a general model of ESFs in E-Government. This approach allows for the integration of diverse qualitative insights into a coherent framework, highlighting how successful E-Government implementations hinge on maintaining ethical standards across various domains (Nfuka & Rusu, 2010). Our findings reveal eight essential ESFs, including Data Protection, Transparency, Digital Inclusion, User Consent and Control, Digital Rights, Ethical Use of Technology, Accountability, and Oversight. These factors are critical for ensuring that E-Government initiatives are both effective and ethically sound. By linking these findings to existing literature, we provide a grounded understanding of each factor's impact on E-Government success but reserve a detailed discussion of their broader implications for the concluding sections of our paper.

This study contributes significantly to the field of E-Government by synthesizing ethical considerations into a clear, actionable framework. By focusing on ESFs, we not only address a critical research gap but also provide policymakers and practitioners with a guide to foster responsible and inclusive digital governance, thus enhancing public trust and service efficacy in a digital age (Bojang, 2019; Siddique, 2016; Sollie, 2007). This contribution is original in its methodological approach and its focus on ethical dimensions as central to the successful deployment of E-Government technologies.

## **2. Literature Review**

### ***2.1 E-government***

The widespread adoption of Information and Communication Technology (ICT) enabled people to engage and communicate in a convenient, simple, and quick manner. E-government is starting to spread throughout the world, and many of them now rank executing it as one of their top

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objectives. E-government's primary goal is to facilitate easier and more transparent communication and interaction between stakeholders—which might include people, companies, and other agencies—and their government (Joseph, 2013). According to Isley (2022) study, effective integration and utilization of ICT tools contribute to the success of e-government initiatives by improving service delivery, increasing transparency, and fostering citizen engagement. The term "e-government" was used in 2014 by OJO to describe the gradual improvement of government service accessibility, efficiency, and transparency through the use of ICTs. It was stressed by Park (2008) that the purpose of e-government is to make government services more available to individuals, companies, and other government bodies, as well as to streamline internal processes inside government organizations

E-government is a phenomena that is occurring all over the world and is affecting both developed and developing nations (Peterson, 2018). In other words, it is describing how government organizations use information technology (including mobile computing, the Internet, and wide-area networks) that has the power to change how they interact with the public, businesses, and other branches of government (Venkatesh and Thong, 2016). E-government has a great deal of promise to enhance the effectiveness and efficiency of services, better address the demands of businesses and citizens, and offer reasonably priced government services (Sugiarto, 2017). Nevertheless, despite the fact that there is a broad variety of definitions, there is not a single definition of e-government that is commonly accepted. According to the World Bank website (2009), e-government is defined as the utilization of information technology (wide area network, internet, mobile computing) by government entities that has the capacity to change the manner in which they interact with the private sector, the general public, and other parts of the government. E-government, as defined by Jeffry (2008), is a term that describes the ongoing innovations that are being implemented in citizen involvement, service delivery, and governance. These innovations are being implemented via the transformation of both external and internal interactions through the utilization of information technology, specifically the internet. Streamlining, developing, and improving government services via the utilization of communication and information technology is the primary objective of electronic government, which is the core goal of electronic government. Therefore, achieving an effective transition from traditional government

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to e-government is a crucial objective for all nations attempting to incorporate e-government principles into their administrative frameworks (Bojang, 2019). Though the basic idea appears straightforward, there are many different disciplines that are connected to the concept of e-government, including technical, social, organizational, political, legal, and economic ones, making its practical implementation extremely complex as stated in Nfuka & Rusu (2010).

According to CHUA (2012), these technologies can be utilized for a variety of goals, including: Improved government administration and increased public empowerment through information access. Strengthened ties with business and industry and improved delivery of government services to citizens. It is important to remember that e-Gov is not solely a technological endeavor and cannot succeed with technology in and of itself to improve our understanding of it. Giving government employees computers or automating antiquated procedures is not enough to achieve electronic government (Info Dev, 2002). World governments would greatly benefit from e-Gov's promises, despite the programme's stated goal of updating and reforming public administration (Napitupulu & Sensuse, 2014).

## ***2.2 Analysis of e-government Failures and successes***

To mitigate the risk of failure, successful e-government initiatives require careful planning, stakeholder engagement, user-centered design, robust technology solutions, and effective change management strategies. Regular evaluation and adjustment based on feedback and lessons learned are also crucial for ongoing success (Sabani, 2021). Failure may result from a lack of well-defined objectives and a clear vision for the e-government project. If the goals are not articulated or understood, it becomes challenging to develop and implement a coherent strategy. The successful development and implementation of e-government require a holistic and well-coordinated approach that involves technological, organizational, and policy considerations (Liywalii, 2020). Sabani (2021) defined e-government as an ongoing process that evolves with advancements in technology and changes in societal needs and expectations. Therefore, for successful implementation, different factors related to e-government have become significant in academic discourse. While the majority of e-government initiatives in developing nations have not achieved their intended outcomes, a few of these programs have proven to be effective in India, Brazil,

Chile, Singapore, and other locations. E-government has the potential to significantly advance development. Information technology, in developing nations, acts as a driving force behind administrative change. For instance, Singapore employs information and communication technologies (ICTs) to transform its economy and, as a result, the growth of the country (Chua, 2012). This is despite the countries' limited natural resources.

Evans and Yen (2006) praise Singapore and Chile for how well they have developed e-Government in their own countries. Singapore gives its people and businesses a huge range of online tools for doing business and getting information. However, Chile is also praised for being able to handle online sales, bids, and contract requests (Evans and Yen, 2006). These promote ties between governments, corporations, and citizens, as well as citizen participation in government. According to Bojang (2019), Singapore has transitioned from existing as a nation-state to being a tiny smart city with a population that is both knowledgeable and connected. It's interesting to notice that the government of Singapore is stable and dedicated to using ICT to the public's advantage. According to Ke (2004), a significant portion of Singapore's success may be attributed to the policies and tactics that were selected by the government, as well as the effective evaluations that were carried out at regular intervals. CHUA (2012) stated that the high rate of e-government implementation failure serves as one of the driving forces for the investigation of the variables affecting e-government implementation success. This explains why research on ESF is still conducted in the context of e-government adoption. As a result, different studies have effectively discovered a variety of ESFs related to e-government implementation. The successful development and implementation of e-government require a holistic and well-coordinated approach that involves technological, organizational, and policy considerations (Liywalii, 2020). Sabani (2021) defined e-government as an ongoing process that evolves with advancements in technology and changes in societal needs and expectations. Therefore, for successful implementation, different factors related to e-government have become significant in academic discourse.

### ***2.3 Previous studies***

Over the last decades, several studies have been conducted on the ethical success factor of implementing e-government. Of them, 15 used Meta-Ethnography approach, which illustrates the

connection between the suggested concept and earlier research. All those ethical success factors, though, belong to the researchers and don't paint a cohesive whole. For instance, Altameem (2006) identified 13 ethical success factors linked to the implementation of e-government. However, seven general ESFs pertaining to e-government efforts were developed by Fortune & White (2006). Moreover, Ebbers Van Dick (2007) summarized ten ESFs that were also connected to the development of e-government. When comparing the three ESF studies mentioned above, some of the ESFs will have the same meaning in each study. Those studies which are in the same domain were used several methodologies, including: Thematic analysis, Meta-ethnography, content analysis, grounded theory, narrative synthesis, and others have been developed for the synthesis of qualitative findings. Nevertheless, meta-ethnography is the most effective and advanced method for combining qualitative data developing models that interpret findings from multiple investigations. Therefore, this study will use meta-ethnography to synthesize Ethical success factors for e-government deployment.

#### ***2.4 Ethics on e-Government***

Ethical considerations play a crucial role in the development and implementation of e-government initiatives. E-government, which involves the use of information and communication technologies (ICT) to enhance the efficiency and effectiveness of government services, must adhere to ethical principles to ensure trust, privacy, and fairness. There are various ethical factors that can affect e-government:

***Privacy and Data Protection:*** According to Almalki (2014), 'privacy' is the 'protection of personal information, safeguarding anonymity, providing informed permission and secure archiving of personal data. For successful e-government implementation, it requires collecting a massive amount of data from citizens. According to Lean (2009) study, when governments acquire more data than is necessary or preserve it without sufficient safeguards, ethical concerns arise. Furthermore, Maharaj & Munyoka (2019) stated that governments must ensure that citizen data is protected from unauthorized access and breaches. Adequate safeguards against cyber dangers should be in place. Protecting the privacy of citizens and ensuring the secure handling of their data are essential for building trust, complying with regulations, and fostering the successful adoption

of e-government services (Liywalii, 2020). E-government initiatives must comply with relevant privacy laws and regulations. Governments need to establish and enforce legal frameworks that govern the gathering, managing, storage, and sharing of personal data as stated in Gajendra & Wang (2012) research. Among the common regulations that are in place are the (GDPR) which stated for general data protection regulation in the European Union and other legislation that are comparable in other countries.

**Transparency:** Another essential component of a successful adoption is an organization's operational and decision-making processes being open to e-government technology. According to Sabani (2021), transparency in e-government refers to the openness and accessibility of government information, processes, and decision-making to the public. It involves making government operations and data visible, understandable, and easily accessible to citizens. citizens have a right to know how their data is utilised and how government services are provided. Furthermore, developing a just and inclusive e-government system depends on guaranteeing equal access to information (Halachmi & Greiling, 2013). It shouldn't make distinctions based on demography or socioeconomic status. Gajendra & Wang (2012) stated that transparent systems and decision-making help citizens understand how their government works, increasing accountability and lowering the possibility of corruption.

**Digital Inclusion:** Digital inclusion in e-government refers to the efforts made by governments to ensure that all citizens have equitable access to digital technologies and online government services. It emphasizes addressing the digital divide, which is the gap between those who have access to and benefit from digital technologies and those who do not. Achieving digital inclusion in e-government is crucial for ensuring that government services are accessible to all citizens, regardless of their socio-economic status, geographic location, age, or other factors. All residents should have equitable access to digital services, irrespective of their geographic location or socioeconomic status, according to the design of e-government programmes. Reducing the digital gap is necessary to avoid marginalization (Siddique, 2016). Ensure widespread access to affordable and reliable broadband infrastructure, especially in rural and underserved areas. Improved connectivity is foundational to digital inclusion. Digital inclusion in e-government is an

ongoing process that requires a multi-faceted approach, considering the diverse needs and circumstances of the population. By prioritizing inclusivity, governments can ensure that the benefits of digital transformation are accessible to everyone, contributing to a more equitable and participatory society.

***User Consent and Control:*** User consent and control are fundamental principles in e-government that relate to the management of citizens' personal information and the ways in which individuals grant permission for the collection, use, and sharing of their data (Alenezi, 2017). Ensuring user consent and providing control mechanisms are essential for building trust, respecting privacy rights, and complying with data protection regulations. According to Siddique (2016), users must be fully aware of the data collection procedures, and permission must be acquired before collecting and utilizing personal data. Furthermore, citizens ought to be in charge of their personal data and able to regulate how and when it is shared (Al-Sebae & Abu-Shanab, 2015). Liywalii (2020) stated that by prioritizing user consent and control in e-government, governments can foster a relationship of trust with citizens and demonstrate a commitment to respecting individual privacy rights. These principles are integral to building a responsible and user-centric approach to the collection and use of personal information in the digital age.

***Digital Rights:*** According to Liywalii (2020) described digital rights in e-government to the set of rights and protections that individuals should have in the digital realm, particularly when interacting with government entities and accessing online services. These rights are essential for safeguarding privacy, promoting transparency, and ensuring fair and equitable treatment in the digital age (Alharbi et al., 2014). For successful e-government initiatives, Respecting and preserving citizens' freedom of expression is essential, both offline and online (Kamoun & Basel Almourad, 2014). The right to privacy is a crucial factor to consider while designing and implementing e-government systems, claims Peterson (2018).

***Ethical Use of Technology:*** Algorithms are frequently used in e-government systems to make decisions (Liywalii, 2020). Ensuring that these algorithms are equitable and do not perpetuate preexisting biases is crucial. Algorithms in e-government refer to sets of instructions or computational procedures that are designed to process data and make automated decisions in



various aspects of government operations (Costa Alexandre & Pereira, 2023). These algorithms are often used to optimize processes, analyze large datasets, and support decision-making in areas such as service delivery, resource allocation, and policy formulation (Nfuka & Rusu, 2010). While algorithms offer the potential for efficiency and objectivity, their use in e-government raises several considerations, including ethical, legal, and social implications. Governments should also refrain from profiling citizens using technology in a way that can encourage prejudice or stigma. According to Isley (2022) study, balancing the benefits of algorithmic decision-making with ethical considerations is a complex task. The author stated that governments must be proactive in addressing biases, ensuring transparency, and fostering public trust to harness the potential advantages of algorithms while minimizing risks and negative impacts.

***Accountability and Oversight:*** Another important factor that will affect e-government implementation is accountability for the ethical use of e-government systems. Abdulkareem & Mohd Ramli (2022) stated that it is important to have systems in place to deal with mistreatment and guarantee ethical behavior. Furthermore, oversight can be provided by impartial organizations or ombudsman offices to guarantee that e-government projects follow moral guidelines. (Sollie, 2007) Building public trust, defending individual rights, and guaranteeing the ethical and responsible use of technology in government services all depend on addressing these ethical issues. Implementing e-government requires considering security and privacy to guarantee that data systems and individual rights are upheld. Security generally refers to limiting access to the information itself and safeguarding the resources of information systems. Information sensitivity and situational factors influence how security is applied (Sabani, 2021).

### **3. Research Methodology**

This study will employ meta-ethnography as its research approach. It is an effective strategy to describe the efforts to synthesize the qualitative research and develop findings from several studies, this method was published in 1988 by Noblit and Hare's. Researchers are able to obtain deeper insights into complicated phenomena through the use of a method known as meta-ethnography, which is an approach that is both flexible and iterative. This method integrates data from individual ethnographic investigations. It is particularly useful when the goal is to develop a

new theoretical understanding or to generate insights that go beyond the scope of individual studies. Meta-ethnography goes a step further by synthesizing the results of several ethnographic studies to develop new insights, interpretations, or theoretical frameworks,

#### **Seven Steps of Noblit and Hare's Meta-Ethnography**

1. **Getting started:** preparation, identification of interests & study focus.
2. **Deciding the relevant to the initial study:** find literature from previous and relevant conference or journals papers.
3. **Reading the studies:** read the same journal papers several times.
4. **Determining how the studies are related:** determine how linked studies prepare and discover the relationship between research.
5. **Translating one research into another:** compare the concept or metaphor of one study with another.
6. **Synthesizing translations:** Combine the translation and determine the interpretation if any of the translations need clarification.
7. **Expressing the synthesis:** describe the process of synthesis and decide on the proposed synthesis results.

#### **4. Result And Discussion**

**Getting started:** The first step involves identifying and selecting relevant ethnographic studies. In this initial stage, it is essential to conduct a comprehensive literature review to identify studies that address a specific research question or topic. Thus, this paper's primary goal is to discover a model on *the ethical success factor of e-government implementation* from related previous studies that were derived from journal publications and conference papers.

**Deciding the relevant to the initial study:** After identifying the research scop, second step is establishing criteria for including or excluding studies based on factors such as study design, quality, relevance to the research question, and other predefined criteria. Therefore, the studies that are linked to this paper are those that are associated with the Ethical Success Factors (ESF) of e-government implementation.

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**Table 1. Ethical Success factors for e-government implementation**

Ethical Success Factors	Source
<b>Privacy and Data Protection</b> (Data Collection, Storage and Security)	▪ Gajendra, S., Xi, B., & Wang, Q. (2012). E-government: Public participation and ethical issues. <i>Journal of e-Governance</i> , 35(4), 195-204.
	▪ Liywalii, E. (2020). Analyzing the impact of ethical issues in e-government implementation: a case of Zambia (Doctoral dissertation, The University of Zambia).
	▪ Maharaj, M. S., & Munyoka, W. (2019). Privacy, security, trust, risk and optimism bias in e-government use: The case of two Southern African Development Community countries. <i>South African Journal of Information Management</i> , 21(1), 1-9.
	▪ Alenezi, H., Tarhini, A., Alalwan, A., & Al-Qirim, N. (2017). Factors Affecting the Adoption of e-Government in Kuwait: A Qualitative Study. <i>Electronic Journal of e-Government</i> , 15(2), pp84-102.
	▪ Al-Shboul, M., Rababah, O., Ghnemat, R., & Al-Saqqa, S. (2014). Challenges and factors affecting the implementation of e-government in Jordan. <i>Journal of Software Engineering and Applications</i> , 7(13), 1111.
	▪ Lean, O. K., Zailani, S., Ramayah, T., & Fernando, Y. (2009). Factors influencing intention to use e-government services among citizens in Malaysia. <i>International journal of information management</i> , 29(6), 458-475.
	▪ Almalki, O. (2014). A framework for e-government success from the user's perspective.
	▪ Alharbi, N., Papadaki, M., & Dowland, P. (2014). Security factors influencing end users' adoption of E-Government. <i>Journal of Internet Technology and Secured Transactions (JITST)</i> , 3(4), 320-328.

About 55 articles (journals and conference papers) were found while searching for keywords such as "success factors," "e-government," and "ethical success factors." After screening through titles and abstracts related to the ESF of e-government implementation, the number of linked publications is drastically reduced. A total of twelve studies consisting of eight journal articles and four conference papers are discovered, which are then employed in the next stage.

Reading the studies: Data extraction involves systematically gathering relevant information from each selected study. This may include key concepts, themes, participant characteristics, and contextual information. In this literature, the concept of ESF (Ethical Success Factors) is an interpretive metaphor. About twelve articles have been read, examined, and reviewed several times during this process. The complete papers are meticulously cited. Some concepts associated with

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the ESF of e-government implementation are mentioned. There are eight concepts (ESF concepts) gathered from twelve articles. Additionally, it was necessary to note the justifications or explanations provided by each study for why their concept might be regarded as a success element for the implementation of e-government.

Determining how the studies are related: As previously mentioned, the several studies need to be combined in order to perform a synthesis, which necessitates figuring out the connections between the studies. As a result, certain concept comparisons from other studies were made in this step. The justifications or explanations provided by each study were used in this procedure to determine how those studies related to one another. Most of the concepts discovered during this phase are somewhat similar, which means that there is reciprocal translation between all the disciplines.

*Translating one research into another:* According to Noblit & Hare (1988), translation and synthesis are done concurrently in meta-ethnography. The process of translating a concept from one study into another involves identifying the same concept, even when the studies use different titles for it. The process of transforming a general study into something with greater significance than the others is referred to as synthesis. The broad ideas from other people's concepts were extracted through synthesis. This paper's synthesis process comprises seven ethical success factors.

Synthesizing translations: In meta-ethnography, there is a unique step called "translation." This involves converting the concepts and findings from different studies into a common set of terms or metaphors. This step helps in making comparisons and identifying patterns across studies. The translating process involves taking variables from one study and using those same factors, even though they have different names, in another study. Translation and synthesis are done concurrently in meta-ethnography (Noblit & Hare, 1988). The process of transforming a general study into something with greater significance than the others is referred to as synthesis. The broad ideas from other people's concepts were extracted through synthesis. This paper's synthesis process comprises seven Ethical success factors.

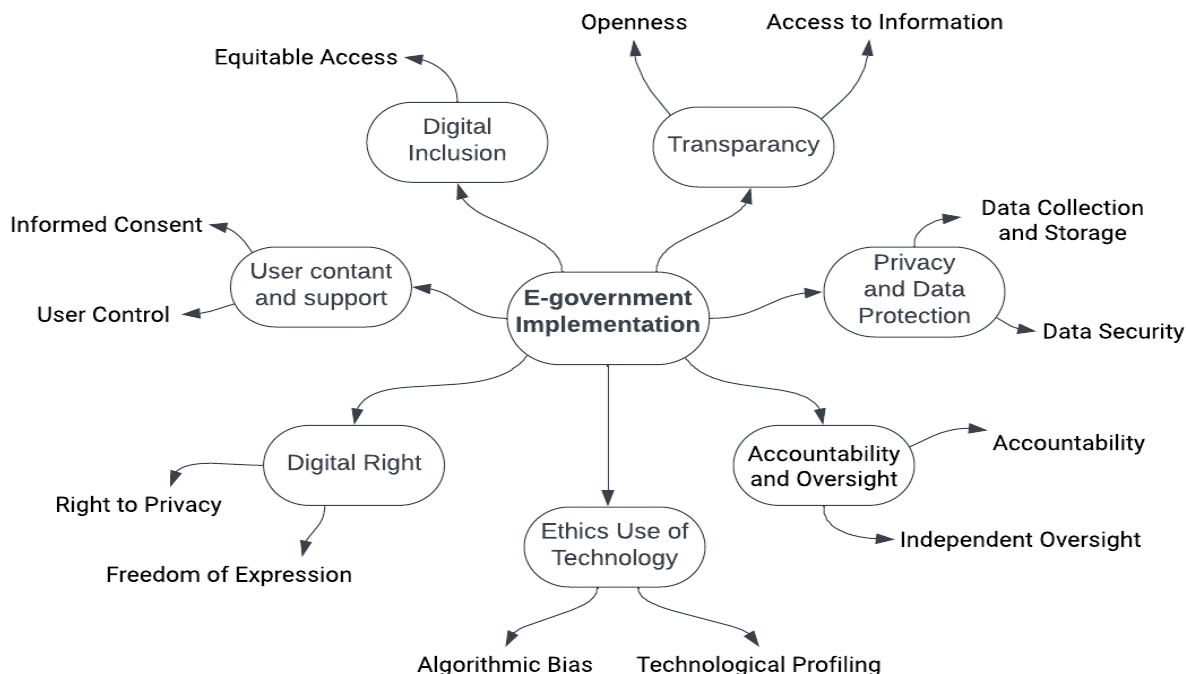


Figure 1 Ethical success factors that affecting E-government implementation

Source: authors

*Expressing the synthesis:* A key concept in meta-ethnography is the "line of argument synthesis." This involves developing an overarching conceptual framework or theory that explains the relationships between the identified themes. The goal is to generate a new understanding that goes beyond the sum of the individual studies. In this last step in the meta-ethnography process is communicating with an audience or conveying the synthesis. The synthesis is expressed in this paper. Every success factor shown in Table 1 has the same level of significance. All ethical factors have the same importance; none is significant than the others.

## 5. Conclusion

In conclusion, ethical factors play a pivotal role in shaping the success and impact of e-government implementation. The responsible use of technology in the public sector requires careful consideration of ethical principles to ensure that digital initiatives align with values such as fairness, transparency, privacy, and accountability. Ethical considerations begin with the collection, processing, and storage of citizen data. According to Kalvet (2012), governments must prioritize privacy by design, obtain informed consent, and implement robust security measures to

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protect sensitive information. The scholar has emphasized that transparency is equally crucial, with citizens having the right to understand how their data is utilized and how digital services operate. Ensuring fairness in the deployment of technology is essential to prevent the exacerbation of societal inequalities (Bojang, 2019). The ethical use of algorithms in e-government decision-making is a growing concern, demanding attention to issues of bias, explainability, and accountability (Bojang, 2019).

Governments must strive for algorithmic fairness and regularly audit systems to identify and rectify potential biases. Accessibility and inclusivity are ethical imperatives in e-government, requiring the design of services that cater to the needs of diverse user groups, claims Sugiarto (2017). Digital literacy programs and community engagement initiatives further empower citizens to navigate the digital landscape responsibly. The ethical framework extends to considerations of openness, collaboration, and accountability in technology deployment (CHUA, 2012). Open-source solutions and collaborative development models enhance transparency, community engagement, and the collective scrutiny of technology projects. Moreover, Heeks (2004) emphasized that public awareness and education campaigns are instrumental in fostering a culture of ethical digital citizenship. Informed citizens are better equipped to make decisions about their participation in e-government services and understand their rights in the digital space. To ensure ethical e-government implementation, ongoing oversight mechanisms, such as ethics committees, are essential. These bodies can critically evaluate projects, address emerging ethical challenges, and hold government agencies accountable for their technological decisions. Ultimately, the success of e-government initiatives is intricately tied to the ethical considerations that underpin their design, development, and operation. By prioritizing ethical factors, governments can build trust with citizens, promote responsible technology use, and contribute to the establishment of a digital governance framework that upholds the values and rights of individuals in the digital age.

## **6. Research Limitations/Implications**

While this study leverages the meta-ethnography method to synthesize existing qualitative data on ethical success factors in E-Government, one limitation is its reliance on previously published studies, which may not encompass all emerging ethical challenges or the latest technological

advancements. Consequently, the findings might not fully reflect the current complexities or future trends in E-Government initiatives. This limitation highlights the necessity for ongoing research that incorporates new data and emerging technologies to continuously update the ethical framework proposed.

## **7. Future Research Directions**

Future research should aim to expand the empirical base by including quantitative data and case studies from actual E-Government implementations, which could provide a more comprehensive view of how ethical success factors operate in diverse contexts. Additionally, investigating the long-term impacts of these ethical considerations on public trust and government efficiency would be beneficial. Further exploration into the role of emerging technologies like artificial intelligence and blockchain in E-Government could also enrich our understanding of the ethical dimensions and offer new perspectives on ensuring responsible and inclusive digital governance.

## **Acknowledgements**

We express our profound gratitude to our supervisor, Kausar Yasmeen, for her invaluable guidance, persistent support, and insightful critiques throughout the development of this paper.

## **Declarations:**

### **Ethical Approval**

Not applicable.

### **Competing interests**

The authors declare that they have no competing interests of a financial or personal nature that could have influenced the outcome or interpretation of the research.

### **Authors' contributions**

The authors are equally contributed in full paper.

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## Funding

The authors did not receive any external funding for this research. All costs related to this study were borne by the authors themselves.

## Data Availability

This article is a review, and as such, it does not contain any new data collected by the authors. All sources of data are duly cited within the manuscript.

Code Availability (Software Application or Custom Code):

Not applicable

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