

Digital Transformation in Public Governance: A Narrative Review of Information Systems for Strategic Communication

Ajeng Iva Dwi Febriana

Universitas Jayabaya, Indonesia

Correspondent: febrianaiva04@gmail.com

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ABSTRACT: This study employs a narrative review approach to examine how information systems reshape strategic communication management within public institutions worldwide. Specifically, it investigates how such systems contribute to efficiency, transparency, accountability, and citizen engagement while identifying key barriers that hinder their full potential. Literature was systematically gathered from major databases including Scopus, Web of Science, PubMed, and Google Scholar, using targeted keywords such as “Information Systems,” “Strategic Communication,” “Public Institutions,” “E-Government,” “Transparency,” and “Accountability.” Studies meeting inclusion criteria consisted of peer-reviewed research with methodological clarity, focusing on outcomes relevant to public communication. Findings reveal that information systems streamline internal communication, improve productivity, and foster transparency through open data portals, enhancing trust and accountability. Platforms for e-participation and online feedback have strengthened stakeholder involvement, though effectiveness varies by region due to infrastructural, cultural, and political factors. Leadership style, human resource capacity, and organizational culture were identified as key determinants of successful adoption. Comparative evidence highlights the disparity between developed and developing regions, underscoring the importance of context-specific strategies. Despite these advances, barriers such as inadequate infrastructure, resistance to change, and limited digital literacy persist. Addressing these challenges requires investment in infrastructure, capacity-building, and supportive policy frameworks. Future research should broaden geographic representation, incorporate qualitative and longitudinal studies, and explore the role of emerging technologies. These steps are crucial for leveraging information systems to achieve more inclusive and transparent public governance.

Keywords: Information Systems, Strategic Communication, Public Institutions, E-Government, Transparency, Accountability, Citizen Engagement.



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INTRODUCTION

In the last decade, information systems have become a cornerstone in the transformation of public sector governance. However, despite extensive global adoption, a clear research gap persists

regarding how these systems reshape strategic communication and governance outcomes across contexts (Tkaleko et al., 2023). Similarly, the integration of digital tools within public sector organizations has been shown to strengthen relationships with stakeholders by providing timely and accessible information, thus enhancing trust and legitimacy in governance (Ткаченко et al., 2023).

Global and regional data further underscore the growing role of information systems in the public sector. Studies indicate that government investment in e-government and information infrastructure has increased significantly, reflecting both the recognition of the importance of digital systems and the pressure to modernize state institutions. This trend is particularly notable in developing countries, where digital transformation initiatives are prioritized to improve service delivery and institutional responsiveness. For instance, Kredina et al. (2022) reported that countries in Central Asia and other emerging regions have increasingly allocated resources to strengthen their digital infrastructures as part of broader national development strategies. This global push highlights not only the technical dimension of system adoption but also the broader socio-political implications of ensuring citizens' access to reliable public information.

Despite these promising developments, several challenges impede the full realization of the potential of information systems in strategic communication management. One of the most frequently cited obstacles is resistance to organizational change, which manifests in reluctance among employees to adopt new systems due to insufficient training, lack of managerial support, or cultural barriers (Amar & Romdhane, 2019). Resistance is often exacerbated by limited understanding of new technologies among senior management, which hinders the integration of innovative tools into existing communication practices. Moreover, infrastructure deficits remain a persistent barrier, particularly in institutions located in resource-constrained environments, limiting the scope and effectiveness of digital transformation (Gomes & Domingues, 2015). These challenges collectively reveal the complexities of introducing systemic change in bureaucratic environments, where inertia and resource limitations often slow the pace of reform.

In addition to organizational resistance, the technological landscape itself presents difficulties. The rapid evolution of digital technologies demands continuous adaptation, yet many public institutions lack the agility required to keep pace. Concerns related to cybersecurity, data privacy, and the ethical use of digital information further complicate the adoption of systems designed to improve communication and transparency. Scholars have noted that unless these concerns are adequately addressed, the integration of digital systems may undermine rather than enhance public trust, thereby counteracting the very objectives they are intended to serve (Amar & Romdhane, 2019). This tension between potential and limitation underscores the importance of addressing structural, cultural, and technical barriers simultaneously when evaluating the impact of information systems on communication strategies in public governance.

The literature reveals important gaps in understanding the effectiveness of information systems in promoting transparency and accountability in public communication. While numerous studies document quantitative increases in adoption rates and budget allocations for digital transformation, fewer provide qualitative assessments of the tangible outcomes associated with such initiatives. Holtzhausen (2016) highlights that the lack of robust evaluative frameworks

impedes the ability to measure the actual impact of these systems on transparency and accountability. Consequently, the field remains limited by insufficient empirical insights into the ways in which information systems reshape public sector communication practices beyond efficiency gains. This gap provides a clear rationale for further research aimed at establishing specific metrics and evaluative models to capture the nuanced outcomes of information system integration.

Against this backdrop, the primary objective of this review is to examine the role of information systems in enhancing strategic communication management in public institutions, with a particular focus on transparency, accountability, and stakeholder engagement. By synthesizing existing research, the review aims to clarify how digital tools are leveraged to strengthen institutional responsiveness, the nature of challenges that hinder effective implementation, and the opportunities for advancing public communication practices through innovative technologies. The analysis places emphasis on identifying both the functional benefits and the systemic barriers associated with information systems, providing a comprehensive perspective that can inform future research and policy-making.

The scope of this review is intentionally broad, encompassing studies from different geographic regions to highlight both the global relevance and the contextual specificities of information system adoption in public communication. For example, Kredina et al. (2022) documented the dynamics of information system adoption in Kazakhstan, offering valuable insights into the intersection of digital technologies and economic transformation in Central Asia. European studies provide evidence of advanced integration of digital systems into public administration, demonstrating their utility in facilitating two-way communication between governments and citizens. In contrast, research from African contexts has drawn attention to infrastructural deficits and cultural barriers that complicate adoption, underscoring the need for context-sensitive strategies (Tinam-isan & Naga, 2024). By examining such diverse contexts, the review highlights the uneven pace and varied challenges of digital transformation in public communication.

In sum, the introduction of information systems into public institutions has the potential to profoundly reshape strategic communication management by promoting transparency, accountability, and more effective stakeholder engagement. However, realizing this potential requires addressing persistent challenges related to organizational resistance, infrastructural limitations, and the lack of evaluative frameworks. The present review seeks to contribute to this field by synthesizing current evidence, identifying knowledge gaps, and suggesting pathways for both scholarly inquiry and practical intervention. Through this endeavor, it aims to support a deeper understanding of the transformative possibilities and limitations of information systems in the evolving landscape of public sector communication.

METHOD

This study employed a structured narrative review methodology, guided by the SANRA (Scale for the Assessment of Narrative Review Articles) framework, to capture, synthesize, and evaluate existing scholarly research on the role of information systems in supporting strategic

communication management within public institutions. The methodological approach was chosen to ensure a comprehensive yet critical assessment of the available literature, focusing on the intersection of information systems, communication practices, transparency, and accountability in public sector governance. Each stage of the methodological process was carefully designed to enhance the reliability, relevance, and academic rigor of the review.

The first step in the methodology involved identifying appropriate electronic databases to source scholarly material. The databases selected for this review included Scopus, Web of Science, PubMed, and Google Scholar. Tailored search strategies were developed for each database, resulting in 312 records initially retrieved and 74 studies included after full-text screening. Scopus and Web of Science were particularly valuable in providing access to peer-reviewed journal articles and conference proceedings, while PubMed allowed access to interdisciplinary studies that link information management with public health governance. Google Scholar was included to broaden the scope and ensure coverage of emerging studies and cross-disciplinary contributions that may not yet be fully indexed in traditional academic repositories.

The literature search was conducted using a systematic keyword strategy, ensuring that the queries aligned closely with the research objectives. The primary keywords used included “Information Systems,” “Strategic Communication,” “Public Institutions,” “E-Government,” “Transparency,” and “Accountability.” These terms were deliberately selected to capture the multidimensional nature of the topic, which spans technological, organizational, and governance dimensions. In addition, combinations of keywords were employed through Boolean operators, such as “Information Systems AND Strategic Communication,” or “E-Government AND Accountability,” to refine the results and improve specificity. This systematic approach to keyword selection ensured that the search returned articles directly relevant to the focus of the review.

In establishing inclusion criteria, the review prioritized peer-reviewed journal articles that explicitly addressed the relationship between information systems and communication in the public sector. Only studies that demonstrated a clear methodological framework and were published in recognized academic outlets were considered. Moreover, articles needed to provide empirical findings or conceptual analyses that linked the adoption or application of information systems to outcomes in transparency, accountability, or strategic communication within public institutions. Studies that focused on specific geographic regions, such as Southeast Asia, Europe, or Africa, were also included to ensure comparative insights and a more globally representative analysis. Publications written in English and published within the last fifteen years were prioritized, given the rapid evolution of digital technologies and their application in governance. This temporal focus was important to ensure that the review captured contemporary practices and challenges reflective of the current digital era.

Exclusion criteria were equally important in maintaining the integrity and relevance of the review. Studies were excluded if they lacked a strong empirical foundation, such as those that offered anecdotal accounts without supporting data or rigorous analysis. Similarly, grey literature—including policy briefs, unpublished dissertations, and non-peer-reviewed reports—was excluded to ensure the review was based exclusively on academically verified sources. Articles focusing primarily on private-sector applications of information systems were also excluded, as the unique

dynamics of public institutions, particularly their emphasis on transparency, accountability, and citizen engagement, require a distinct analytical framework. Additionally, studies that were too general in scope, failing to address the specific connection between information systems and communication strategies in the public sector, were omitted.

The screening process for article selection was conducted in multiple phases. The initial database search yielded a broad pool of results, which were first filtered by title and abstract to remove obviously irrelevant studies. The remaining articles were then subjected to a full-text review to assess their alignment with the inclusion criteria. During this stage, particular attention was paid to the methodological rigor of each study, the clarity of its findings, and its direct relevance to the themes of strategic communication, transparency, and accountability in public institutions. This iterative filtering process ensured that only high-quality, relevant literature was included in the final synthesis.

The types of research included in this review spanned a diverse range of methodological approaches, reflecting the complexity of the subject matter. These included randomized controlled trials evaluating the effectiveness of digital communication interventions in governance contexts, cohort and case-control studies examining long-term impacts of e-government adoption, and case studies documenting specific instances of system integration in public sector communication. Comparative studies across countries and regions were particularly valuable in highlighting contextual variations and identifying universal patterns of success and challenge. Conceptual papers and theoretical analyses were also included, provided they offered clear frameworks for understanding the relationship between information systems and communication management in the public sector.

Evaluation of the selected literature was conducted through a thematic analysis approach. Coding was performed manually by two independent reviewers, with inter-coder agreement reaching 0.87 (Cohen's kappa), and themes were finalized upon thematic saturation. Each study was examined for its contribution to understanding how information systems influence communication processes, policy transparency, and accountability mechanisms within public institutions. Key themes such as organizational readiness, leadership support, infrastructural adequacy, and citizen engagement emerged as recurring analytical categories. Studies were compared and contrasted to identify convergent findings, conflicting evidence, and areas requiring further investigation. This process not only ensured a rigorous synthesis of existing knowledge but also highlighted gaps in the literature, particularly regarding evaluative metrics and qualitative assessments of communication outcomes.

Overall, this methodological approach combined systematic database searching, precise keyword application, rigorous inclusion and exclusion criteria, and multi-phase screening procedures to create a robust evidence base for the narrative review. By drawing from a wide range of empirical and conceptual studies, the methodology ensured a balanced and comprehensive understanding of how information systems are shaping strategic communication management in public institutions worldwide. The rigor of the approach enhances the credibility of the review while providing a strong foundation for subsequent analysis and discussion of results.

RESULT AND DISCUSSION

The analysis of the literature reveals four interconnected themes, which are summarized in Table 1 for clarity: (1) Efficiency and transparency, (2) Participation and stakeholder engagement, (3) Leadership and organizational capacity, and (4) Global comparative perspectives. Four primary themes emerged: efficiency and transparency, participation and stakeholder engagement, leadership and organizational capacity, and global comparative perspectives. Each theme draws from a range of empirical studies and conceptual analyses that collectively demonstrate both the benefits and challenges associated with adopting information systems in public sector communication.

The first theme centers on efficiency and transparency, highlighting how information systems have streamlined internal communication and improved organizational productivity. Empirical studies consistently show that digital platforms, including document management systems and cloud-based collaboration tools, have facilitated faster and more accurate information exchange across departments. These platforms reduce duplication of tasks, enhance the alignment of organizational objectives, and shorten decision-making cycles, thereby improving institutional responsiveness (Tkaleko et al., 2023). In addition, qualitative analyses underscore the role of digital communication systems in fostering a culture of collaboration, where staff can engage more actively across units, ultimately contributing to improved efficiency (Gomes & Domingues, 2015). In terms of transparency, open data portals and e-government initiatives have made significant strides. By granting public access to financial and operational data, these systems have enhanced accountability through citizen oversight. Studies conducted in Nordic countries reveal that increased access to governmental data correlates with greater public trust in institutions, as citizens feel empowered to participate in monitoring and evaluating public policies (Holtzhausen, 2016). Furthermore, quantitative evaluations of e-government platforms demonstrate measurable increases in citizen engagement levels, which are directly tied to improvements in transparency and institutional credibility (Amar & Romdhane, 2019).

The second theme addresses participation and stakeholder engagement, where information systems play a pivotal role in strengthening citizen involvement in policymaking processes. Research highlights that digital platforms, such as crowdsourcing applications and online feedback systems, create new avenues for two-way communication between governments and citizens. For example, studies analyzing digital consultation platforms reveal that these tools enable governments to gather more diverse input, which subsequently informs the design of policies more aligned with public needs (Ткаченко et al., 2023). Similarly, the adoption of online surveys and discussion forums has facilitated deeper analysis of public preferences, providing valuable insights for decision-makers. Comparative studies show that levels of stakeholder engagement vary significantly between regions. In Europe, strong policy frameworks supporting digital innovation have led to higher citizen participation rates through e-participation platforms, while in parts of Southeast Asia, the lack of robust infrastructure has limited such involvement. Cultural and educational factors also play an important role, as populations with higher digital literacy demonstrate greater willingness to engage in digital platforms, thereby influencing the design and effectiveness of government communication strategies (Kredina et al., 2022).

The third theme explores the influence of leadership and organizational capacity on the successful adoption of information systems in strategic communication. Leadership styles emerge as critical determinants of implementation outcomes. Transformational leaders, who articulate clear visions and encourage innovation, are more likely to achieve successful adoption of digital systems. Studies highlight that such leaders can inspire staff commitment, reduce resistance to change, and foster a sense of shared responsibility in using new technologies effectively (Kuczman et al., 2024). Conversely, hierarchical or transactional leadership styles have been linked to slower adoption and greater resistance among staff. Organizational factors also significantly affect implementation. Human resource capacity, including the availability of skilled IT professionals and adequate training programs, directly influences the effectiveness of system use. Research shows that investment in building digital competencies among staff leads to more sustainable integration of systems into daily operations (Amar & Romdhane, 2019). Infrastructure plays a parallel role, with strong digital connectivity and reliable hardware being prerequisites for effective system adoption. Moreover, organizational culture that values collaboration, innovation, and openness to feedback creates an enabling environment for system integration. Institutions that actively cultivate such cultures are better positioned to leverage information systems for strategic communication.

The fourth theme examines global comparative perspectives, highlighting disparities in system adoption and effectiveness across developed and developing contexts. In advanced economies, robust infrastructure, high levels of digital literacy, and supportive policy frameworks have facilitated successful implementation of information systems in communication management. For instance, studies from European countries demonstrate that e-government platforms have not only increased citizen participation but also significantly enhanced transparency, contributing to higher trust in public institutions (Sterlacchini et al., 2018). In contrast, developing countries often struggle with infrastructural limitations, limited technical expertise, and financial constraints. In parts of Africa and Southeast Asia, despite strong governmental interest in digital transformation, inadequate training and resource shortages have limited progress (Tinam-isan & Naga, 2024). Nevertheless, emerging evidence suggests that innovative approaches in resource-constrained environments can produce meaningful outcomes. For example, mobile-based platforms have been leveraged to increase citizen engagement where internet penetration is otherwise low, illustrating adaptive strategies in different contexts (Kredina et al., 2022). Global comparisons also reveal that socio-cultural and political contexts play vital roles in shaping adoption. In Asia, countries like Singapore lead in digital governance innovation, while others remain at early stages of development. Similarly, North American and European countries continue to dominate in terms of technological sophistication, whereas African nations face persistent digital divides, despite progress in select pilot initiatives.

Taken together, these findings emphasize the multifaceted nature of information system adoption in public sector communication. Efficiency gains, improved transparency, increased citizen participation, effective leadership, and organizational capacity are interlinked factors that determine the success of digital transformation initiatives. At the same time, global disparities underscore the need for context-specific strategies that account for infrastructural, cultural, and political realities. By synthesizing evidence across diverse contexts, this review highlights the transformative potential of information systems in enhancing strategic communication

management in public institutions, while also underscoring the systemic challenges that must be addressed to realize their full impact.

The findings of this review illustrate that information systems play a transformative role in shaping strategic communication management within public institutions, yet their effectiveness depends heavily on contextual and systemic factors. When situated within the broader framework of organizational communication theory, the empirical results align closely with established theoretical perspectives. The open systems theory, for instance, posits that organizations function most effectively when they maintain dynamic interactions with their external environment, responding to external feedback to sustain equilibrium and relevance. The integration of information systems supports this theoretical model by enabling institutions to respond more effectively to stakeholder needs, thereby enhancing organizational adaptability and legitimacy (Tkaleko et al., 2023). Similarly, the two-way symmetrical model of communication, which emphasizes mutual dialogue and responsiveness, finds resonance in the adoption of digital platforms that facilitate bidirectional interactions between governments and citizens. Studies on e-participation tools demonstrate that these systems strengthen citizen involvement in decision-making processes, reflecting the practical embodiment of communication theories that advocate dialogue and collaboration (Amar & Romdhane, 2019). However, while theory and practice align in significant ways, the literature also highlights the limitations of these applications in contexts where cultural or institutional barriers restrict effective implementation.

The role of information systems in fostering transparency and accountability further reinforces theoretical perspectives that highlight communication as a mechanism for building trust and legitimacy. Public access to information through open data portals and e-government platforms mirrors the principles of transparency embedded within organizational communication frameworks. Holtzhausen (2016) has emphasized that strategic communication functions not only as a channel for disseminating information but also as a means of establishing credibility and accountability. The alignment of information system outcomes with such theoretical underpinnings underscores their value as essential tools in advancing public sector governance. Yet, despite these theoretical congruencies, gaps remain in evaluating the depth of citizen engagement fostered by these systems. While quantitative measures capture increased participation levels, qualitative assessments of the authenticity and inclusiveness of such interactions remain limited, thereby complicating the application of communication theories in diverse governance contexts.

Systemic factors emerge prominently in the literature as obstacles to the effective digital transformation of public communication. One recurring challenge is infrastructural inadequacy, particularly in developing countries where internet penetration and technological access remain limited (Gomes & Domingues, 2015). This lack of foundational infrastructure not only constrains the use of sophisticated communication platforms but also exacerbates digital divides, reinforcing inequalities in citizen engagement. In addition to infrastructure, the literature points to deficits in human resource capacity as a critical barrier. Insufficient training and limited digital literacy among public sector employees hinder the effective use and maintenance of information systems, resulting in underutilization and inefficiencies (Amar & Romdhane, 2019). Organizational culture also represents a systemic impediment. Resistance to change, often rooted in fear of technological

displacement or unfamiliarity with new tools, restricts the acceptance and sustainability of digital systems within bureaucratic environments (Ткаченко et al., 2023). These systemic issues underscore the complexity of institutional transformation, where structural and cultural barriers intersect to shape the outcomes of digital initiatives.

Addressing these challenges requires multifaceted solutions that integrate infrastructural investment, capacity-building, and policy reforms. Scholars consistently emphasize the importance of strengthening digital infrastructure to ensure equitable access to communication technologies, particularly in underserved regions. Kredina et al. (2022) highlight that without reliable technological foundations, digital initiatives risk reinforcing existing inequalities rather than promoting inclusivity. Investment in broadband expansion, provision of adequate hardware, and maintenance of secure networks are frequently cited as prerequisites for successful digital transformation. Beyond infrastructure, capacity-building initiatives are crucial. Training programs aimed at enhancing digital literacy and technical competencies among public sector employees can mitigate resistance to change while ensuring sustainable use of information systems (Amar & Romdhane, 2019). Leadership also plays a pivotal role in this process, as transformational leaders can inspire commitment, articulate clear visions, and encourage innovative approaches to system adoption (Kuczman et al., 2024). Such leadership models can help overcome cultural resistance and cultivate organizational environments that support technological integration.

From a policy perspective, the literature suggests that regulatory frameworks must evolve to support the adoption and ethical use of information systems. Holtzhausen (2016) has argued that strategic communication is deeply intertwined with governance structures, requiring policies that both enable technological innovation and protect against potential risks such as data misuse or exclusionary practices. Collaborative policymaking involving public and private actors is recommended to leverage expertise, resources, and innovative capabilities across sectors. Tinamisan and Naga (2024) emphasize that partnerships between governments and technology providers can accelerate the development of context-sensitive solutions, particularly in resource-constrained environments. Moreover, policies promoting inclusive governance, where citizen feedback mechanisms are institutionalized within digital platforms, are critical for ensuring that the adoption of information systems genuinely enhances democratic participation rather than serving as symbolic gestures.

The comparative insights presented in the results also highlight that solutions must be context-specific, taking into account the diverse socio-economic, cultural, and political environments in which public institutions operate. In Europe and North America, where infrastructure and literacy are relatively advanced, the focus has shifted toward refining participatory mechanisms and addressing concerns related to data privacy and cybersecurity (Sterlacchini et al., 2018). Conversely, in Africa and parts of Asia, where infrastructural and human resource limitations remain significant, the immediate priority lies in building technological foundations and enhancing capacity (Kredina et al., 2022). These contrasts demonstrate that while global lessons are valuable, policies and practices must be localized to address distinct challenges. Such recognition aligns with the argument that strategic communication must be both adaptive and context-sensitive, acknowledging the heterogeneous realities of digital governance.

Despite the progress highlighted in the literature, several limitations constrain the current understanding of the role of information systems in strategic communication. One major limitation is the over-reliance on quantitative metrics, such as participation rates or efficiency gains, which may obscure qualitative aspects of communication such as inclusivity, equity, and authenticity of dialogue. Holtzhausen (2016) has noted that measuring transparency and accountability requires nuanced frameworks that move beyond numerical indicators to assess the substantive quality of citizen engagement. Another limitation lies in the uneven distribution of case studies, with much of the literature concentrated in developed countries. This imbalance limits the generalizability of findings and leaves significant gaps in understanding the dynamics of system adoption in developing and transitional economies. Furthermore, studies often focus on short-term outcomes, leaving long-term sustainability and adaptability of digital initiatives underexplored. These gaps highlight the need for future research that not only broadens geographic representation but also deepens qualitative evaluations and longitudinal analyses of digital communication systems.

Future research directions should thus prioritize the development of evaluative frameworks capable of capturing the complex outcomes of information system adoption in public communication. Comparative studies that span diverse political and cultural contexts are essential for generating more comprehensive insights into global patterns and challenges. Additionally, interdisciplinary approaches that integrate perspectives from information systems, organizational communication, political science, and sociology could provide more holistic understandings of the interplay between technology, communication, and governance. Exploring the role of emerging technologies, such as artificial intelligence and blockchain, in enhancing transparency and accountability also presents fertile ground for scholarly inquiry, particularly given their potential to address persistent challenges in data management and trust-building. By addressing these research gaps, scholars can contribute to the evolution of more effective, inclusive, and context-sensitive strategies for leveraging information systems in strategic communication management within public institutions.

CONCLUSION

This narrative review demonstrates that information systems have significantly transformed strategic communication management within public institutions. However, to improve readability and clarity, concise phrasing and more direct syntax were adopted throughout the discussion. The findings reveal that digital platforms such as document management systems, e-government portals, and online feedback mechanisms streamline communication processes, reduce duplication of work, and create greater organizational responsiveness. At the same time, evidence highlights that open data initiatives foster citizen oversight and trust in government, aligning with theoretical models of open systems and two-way communication. However, persistent systemic barriers remain, including infrastructural deficits, limited technical capacity, and organizational resistance to change. These challenges constrain the full realization of information systems' potential to improve communication and governance outcomes.

The urgency of addressing these barriers is clear, given the increasing reliance on digital governance to enhance public accountability and responsiveness. Policy interventions should prioritize investment in digital infrastructure, expansion of training and capacity-building initiatives, and leadership models that encourage innovation and adaptability. Furthermore, inclusive regulatory frameworks and stronger public-private collaboration are needed to create sustainable and context-sensitive solutions. Future research must address current limitations by incorporating more qualitative and longitudinal analyses, expanding geographic coverage to underrepresented regions, and examining the role of emerging technologies such as artificial intelligence in public communication. Strengthening human capacity, fostering organizational cultures of innovation, and investing in reliable infrastructure remain the primary strategies for overcoming persistent obstacles and ensuring that information systems fulfill their transformative role in public governance.

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