

## Building Digital Inclusion and Non-Discriminatory Services in Jambi City Government for Vulnerable Groups

Hapsa <sup>1\*</sup>, M.Yusuf<sup>2</sup>, Navarin Karim<sup>3</sup>, Riri Maria Fatriani<sup>4</sup>

<sup>1,2,3,4</sup> Government Science Program, Dpeartment of Social and Political Science, Faculty of Law, Universitas Jambi

Author's email : [by\\_hapsa@unja.ac.id](mailto:by_hapsa@unja.ac.id)

### ABSTRACT

This study examines the digital inclusion and non-discriminatory public services provided by the Jambi City Government, with a specific focus on vulnerable groups, including individuals with disabilities, the elderly, and low-income populations. While digital transformation has improved accessibility and efficiency, systemic barriers such as limited digital literacy, inadequate infrastructure, and affordability challenges persist, leading to disparities in service utilization. Through a qualitative analysis using secondary data and Nvivo 12Plus, this research identifies key indicators influencing digital inclusion, including accessibility, digital literacy, privacy, and security, while highlighting affordability and public digital service usage as critical areas for improvement. The findings emphasize the importance of a multidimensional approach involving policy interventions, technological advancements, and community engagement to enhance digital equity. By addressing these challenges, Jambi City can foster a more inclusive digital governance model that ensures equitable access to public services for all citizens.

**Keywords:** Digital inclusion, public services, vulnerable groups, Jambi City, non-discriminatory services.

### ABSTRAK

*Studi ini mengkaji inklusi digital dan layanan publik non-diskriminatif yang disediakan oleh Pemerintah Kota Jambi, dengan fokus khusus pada kelompok rentan, termasuk penyandang disabilitas, lansia, dan penduduk berpenghasilan rendah. Sementara transformasi digital telah meningkatkan aksesibilitas dan efisiensi, hambatan sistemik seperti literasi digital yang terbatas, infrastruktur yang tidak memadai, dan tantangan keterjangkauan tetap ada, yang menyebabkan kesenjangan dalam pemanfaatan layanan. Melalui analisis kualitatif menggunakan data sekunder dan Nvivo 12Plus, penelitian ini mengidentifikasi indikator utama yang memengaruhi inklusi digital, termasuk aksesibilitas, literasi digital, privasi, dan keamanan, sambil menyoroti keterjangkauan dan penggunaan layanan digital publik sebagai area penting untuk perbaikan. Temuan ini menekankan pentingnya pendekatan multidimensi yang melibatkan intervensi kebijakan, kemajuan teknologi, dan keterlibatan masyarakat untuk meningkatkan kesetaraan digital. Dengan mengatasi tantangan ini, Kota Jambi dapat mendorong model tata kelola digital yang lebih inklusif yang memastikan akses yang adil ke layanan publik bagi semua warga.*

**Kata kunci:** Inklusi digital, layanan publik, kelompok rentan, Kota Jambi, layanan non-diskriminatif.

**Article Information:** Revision: October 2024 Received: November 2024 Published: December 2024

This work is licensed under a [Creative Commons Attribution-ShareAlike 4.0 International License](https://creativecommons.org/licenses/by-sa/4.0/).

## INTRODUCTION

This article tries to analysis and the Digital Inclusion and Non-Discriminatory Services case of Jambi City Government specific in Vulnerable Groups. The rapid advancement of digital technology has transformed the way governments deliver public services, enhancing accessibility, efficiency, and transparency (Agostino et al., 2022; Larsson, 2021). However, these advancements often fail to fully accommodate vulnerable groups, including persons with disabilities, the elderly, low-income individuals, and those with limited digital literacy. In Jambi City, as in many other regions, digital services have become the backbone of public administration, yet gaps in accessibility persist. Digital inclusion, defined as ensuring equitable access to and use of digital technologies, is essential to preventing the marginalization of these vulnerable populations (Ha, 2022; Rahman, 2021). Without deliberate interventions to build digital inclusivity, existing socio-economic disparities may widen, leading to further exclusion from essential government services. Therefore, examining how Jambi City can foster non-discriminatory digital services is crucial to guarantee that all citizens, regardless of their socio-economic or physical conditions, can fully participate in governance and civic life (Cvetković et al., 2021; Kangro & Lepik, 2022).

Despite national and regional efforts to promote digital transformation, vulnerable groups often face systemic barriers that limit their engagement with digital platforms. These challenges range from infrastructural limitations, such as inadequate internet access in lower-income neighbourhoods, to individual barriers, such as a lack of digital literacy and assistive technologies (Gutberlet, 2021; Schmidhuber et al., 2021). Moreover, policy frameworks frequently lack a comprehensive approach to inclusivity, focusing primarily on technological implementation rather than addressing the diverse needs of all user demographics. In Jambi City, understanding these barriers is imperative for developing policies and strategies that ensure digital government services are accessible to all. The principles of digital inclusivity emphasize not only access but also usability, affordability, and adaptability to diverse needs. By incorporating these principles, Jambi City can create a more equitable digital landscape that empowers vulnerable populations (Waite, 2021).

Building digital inclusion in Jambi City requires a multidimensional approach integrating technological, social, and policy-based solutions. Governments must collaborate with stakeholders, including civil society organizations, private sector actors, and advocacy groups representing vulnerable communities, to design and implement inclusive digital services (Ansell et al., 2023; Criado et al., 2021). Digital literacy programs targeted outreach initiatives, and adaptive technology solutions must be embedded within the broader framework of Jambi

City's digital transformation agenda. Additionally, implementing user-centred design principles in e-government services can ensure that platforms are intuitive, accessible, and effective for individuals with diverse abilities and needs (Chan et al., 2021; Field et al., 2021). Successful digital inclusion is not solely about technological deployment but also about fostering an inclusive digital culture prioritising equitable service delivery.

By exploring case studies, policy evaluations, and user experiences, this research seeks to provide actionable recommendations for enhancing digital equity. Furthermore, it examines the role of government agencies, technological infrastructure, and community engagement in shaping inclusive digital governance. The findings of this study will contribute to a broader discourse on digital inclusion, emphasizing the need for intersectional and context-specific strategies tailored to the unique challenges faced by different vulnerable groups (Grossi & Argento, 2022; Sanders & Scanlon, 2021).

In the end, the digital governance shift presents opportunities and challenges for municipal governments like Jambi City. While digital transformation holds the potential to improve efficiency and accessibility, it also risks excluding marginalized communities if inclusivity is not prioritized. By addressing structural barriers, fostering digital literacy, and ensuring that policies account for diverse user needs, Jambi City can become a model for equitable digital service delivery (M Ragnedda et al., 2022). This research highlights the urgency of implementing inclusive digital strategies, ensuring no citizen is left behind in the digital era. As governments continue to embrace technology, proactive measures must be taken to bridge the digital divide and build a more inclusive and equitable society (Osborne et al., 2022).

### ***Public Service and Inclusion***

Public service has significantly evolved in the digital age, focusing on accessibility and inclusivity to ensure that all citizens, regardless of their socio-economic status, can utilize government services (Shahrash et al., 2022). Digital inclusion refers to the capacity of individuals and communities to effectively access and utilize information and communication technologies (Servon & Nelson, 2001). In the context of public administration, digital inclusion means providing equal opportunities for all, including marginalized groups such as people with disabilities, the elderly, and those from lower-income backgrounds. , inclusive digital services must address technological, economic, and social barriers that hinder equal access to digital platforms (Chen et al., 2021).

In public administration, this concept emphasizes equal opportunities for everyone, particularly marginalized groups such as individuals with disabilities, the elderly, and those from low-income backgrounds. To achieve inclusive digital services, it is essential to tackle technological, economic, and social barriers that impede equal access to digital platforms. A fundamental tenet of inclusive public service is non-discrimination, guaranteeing that all individuals receive equitable treatment in government services, irrespective of gender, disability, ethnicity, or economic status (Chilunjika et al., 2022).

This principle aligns with broader social justice and human rights frameworks; governments are pivotal in addressing digital divides and ensuring fairness in public service delivery. In this case of public service without inclusive policies, digital governance can inadvertently perpetuate existing social inequalities. The emphasis on non-discrimination reinforces the necessity for equitable treatment across all demographics within public services. This approach not only supports social justice but also ensures that government services are accessible to everyone (Galego et al., 2022; Roziqin et al., 2021).

### **Vulnerable Groups and Inclusion in Government Sector**

Vulnerable groups, including individuals with disabilities, elderly citizens, low-income populations, and marginalized communities, often face significant barriers to accessing digital services. According to studies on digital inclusion, socio-economic disparities, lack of digital literacy, and infrastructural limitations create a digital divide that disproportionately affects these groups (Massimo Ragnedda & Muschert, 2013). In government service provision, digital platforms must be designed to accommodate diverse needs, ensuring accessibility for all citizens. The Web Content Accessibility Guidelines (WCAG) and universal design principles emphasize the importance of inclusive digital infrastructure, yet many local governments struggle to implement these frameworks effectively (Bhardwaj & Kumar, 2017). In Jambi City, as in many developing regions, challenges such as limited internet connectivity, affordability issues, and inadequate digital skills training further exacerbate the exclusion of vulnerable groups from digital governance initiatives.

Implementing non-discriminatory digital services requires government policies that actively promote equity and accessibility. Research highlights that effective digital inclusion strategies involve both technological interventions and policy-driven approaches (Van Dijk, 2020). This case includes subsidized internet access, digital literacy programs, and user-friendly government platforms tailored to different levels of digital proficiency. Additionally, participatory governance models incorporating feedback from vulnerable communities ensure

that services meet their needs. Targeted interventions, such as training programs for elderly users and digital accessibility mandates for disabled individuals, significantly improve digital participation among vulnerable populations (Goggin & Newell, 2003).

Based on the Vos Viewers analysis from the data of Scopus Database with 287 Document with keywords of Vulnerable Groups and Public Service there are appear 4 cluster and 168 Word Themes of the Previous Research during 2021 until 2025. The analysis on figure 1 and table 1 as explain.

Source: (Vos Viewer Analysis, 2025)

**Table 1. Network Visualisation Analysis of Vos Viewer Analysis**

Themes	Cluster
Abuse, Access, Accessibility, Adult, Age, Australia, Author, Availability, Barrier, Care, Case Study, City, Co Creation, Co Production, Concept, Country, Covid, cso, Delivery, Design Methodology Approach, Digital Inclusion, Disparity, Efficiency, fear, Focus, Focus Group, Germany, <i>Healthcare Service</i> , HIV, homelessness, human rightm implementation, inclusion, india, inequality, inequity, information, infrastructure, intervention, justice, lesson, library light, limitation, majority, measure, migrant, municipality, Number, Older Adult, Organisation Originality Value, Outcome, pandemic, <b>Participant</b> , <b>Participation</b> , Patient, Prevention, Program, Proximity, Public Institution, <b>Public Policy</b> , <b>Public Space</b> , Public Transport, Qualitative Study, Recomendatio, Refugee, Region, Representative, Research, Safety, Semi, Service Provider, Social Care, Social Security, Social Service, Social Work, Social Worker, South Africa, Sperad, Stakeholder, Stigma, Strategy, Theme, Trangender Woman, Urban Planning, User, Value, <b>Vulnerable Citizen</b> , <b>Vulnerable Person</b> , <b>Vulnerable Population</b> , Wash, Youth.	1
Addition, Attention, Benefit, China, Demand, Difficulty, Discrimination, Employment, Environment, Example, Extent, Government, Housing, Investment, Level, Practice, Professional, prs, Question, Resident, Respondent, Right, Sector, Shenzhen, Social Exclusion, Sub Sector, Tenant, Type, Understanding, Village, Way.	2
Ability, Adolescent, Awareness, Contract, Cyberbullying, Exposure, Family, Form, Gender, Girl, Mother, Policymaker, Sample, School, Student, Total, Transit, Victim, Victimization, Violence, Website.	3
Attitude, Canada Charity, Climate Climate Change, Difference, Disaster, Home, Increase, Individual, Mental Health, Neighbourhood, Older Person, Representative, Response, Vaccine, Week, Wellbeing, Year, Young Person,	4

Source: (Vos Viewer Analysis, 2025)

Based on figure 1, and table 1 shows that the case of vulnerable groups and case of public service themes on the same cluster, cluster1. It indicates there are quite of research tries to analysis the Public Service Relevant with the Vulnerable Groups, but the previous research is limited on the Digital Inclusion scope in the Public Service for Vulnerable Groups. Novelty of this research tries to analysis and to analysis and construct the Mapping to Building Digital Inclusion and Non-Discriminatory Services case of Jambi City Government specific in Vulnerable Groups. This research has two research questions there are:

1. What kind the challenged the Vulnerable Groups faced on the Public Service in Jambi City?

2. What kind the best practice that have been applied of digital inclusion in Non-Discriminatory Services in Jambi City?

## RESEARCH METHOD

This research using Qualitative Approach, with type of data is secondary data by using books, research article, and also digital media. Analysis data using descriptive way with using table and figure to deliver the values. The toll anlyasis is Nvivo 12Plus. The rserach steps are explain as follows:

1. Data Collection: This stage involves gathering all relevant data, including digital and literature-based sources. The collected data is systematically stored in a research database for further processing.
2. Data Filtering: At this stage, the gathered data undergoes a selection process to ensure reliability and validity. The focus is on filtering out sources that are not credible or relevant to the research objectives.
3. Data Analysis: This step involves examining and interpreting the collected data, including both digital and literature-based information. Various analytical methods are applied to derive meaningful insights from the data.
4. Data Presentation: In the final stage, the analyzed data is organized and presented using various formats such as figures, tables, and narrative descriptions to effectively communicate the findings.

## RESULT AND DISCUSSION

### *Analysis of the challenged the Vulnerable Groups faced on the Public Service in Jambi City.*

Vulnerable groups in Jambi City face significant challenges in accessing public services, particularly concerning providing essential resources and support (M Saadah, 2024). These challenges are multifaceted, encompassing issues related to healthcare, infrastructure, and social welfare (Marlina & Arliyanti, 2024; Maratun Saadah, 2024). Addressing these challenges requires a comprehensive understanding of the specific needs and barriers encountered by these populations and targeted interventions to promote equity and inclusion.

One of the primary challenges faced by vulnerable groups in Jambi City is access to adequate healthcare services (M Saadah, 2024). This challenge includes access to health check-up programs, elderly clinics, nutrition assistance, and home renovation. Marginalized communities often encounter barriers such as limited transportation, financial constraints, and lack of information, hindering their ability to access timely and appropriate medical care (Jambi

City, 2023). Addressing these disparities requires mobile health clinics, subsidized healthcare programs, and community outreach efforts to improve awareness and accessibility.

Another significant challenge is the availability of essential infrastructure and public utilities, such as clean water and sanitation (Jambi City, 2023). As of 2022, a notable percentage of the area still lacked adequate access to clean water services and piped networks, disproportionately affecting marginalized communities in underserved areas. The increasing number of housing developments and rising demand for clean water further strain the capacity to provide equitable services. To mitigate this situation, investments in infrastructure development, water resource management, and community-based water supply systems are essential to ensure universal access to these basic necessities (Marlina & Arliyanti, 2024).

In addition to healthcare and infrastructure, vulnerable groups in Jambi City also encounter challenges related to social welfare and economic empowerment. This includes access to social assistance programs, economic opportunities, and support services tailored to their needs<sup>16</sup>. The Jambi City Government has taken steps to address these challenges through initiatives such as productive economic assistance for the elderly, the establishment of an Elderly Regional Commission, and the implementation of the Kampung BANTAR program. (Marlina & Arliyanti, 2024; M Saadah, 2024). However, further efforts are needed to strengthen social safety nets, promote inclusive economic growth, and empower vulnerable groups to participate fully in society (Maratun Saadah, 2024).

A coordinated and collaborative strategy involving government agencies, civil society organizations, and community stakeholders is essential to address the difficulties vulnerable groups encounter when trying to access public services in Jambi City. This strategy should implement policies and programs that prioritize the needs of vulnerable populations, encourage community involvement and empowerment, and invest in accessible, affordable, and culturally appropriate infrastructure and service delivery systems. Jambi City can foster a more equitable and sustainable society where all residents have the chance to flourish by emphasizing equity and inclusion.

From the analysis shows that the Challenges on several sectors like: Infrastructures, Health aspect, Social and Economics sectors. Beside that the in this parts analysis also tries to analysis the Themes dominant on Public Service Access for Vulnerable Groups talks. The analysis on Figure 2 and Table 2.





Source: (Nvivo 12Plus, 2025)

**Figure: 2. Analysis Word Cloud Analysis**

**Table 2. Analysis Word Cloud Analysis Vulnerable Groups**

Word	Count
Jambi	61
Public	47
Service	43
Government department	41
Service	34
group	32
community	29
Disability	27
Person	24
government	16
Regional Secretary	16
Regional head	15
readability	15
Inclusive	13
journalist	12
More	12
As	12
discussion	11
country	11
necessary	11
wrong	11
All	11
about	11
arc90	10
not yet	10
service	10
gedsi	10
Is	10
vulnerable	10
entire	10

Source: (Nvivo 12Plus, 2025)

Based on data from Figure 2 and Table 2. The key focus is on the 30 themes identified within discussions on public service access, particularly highlighting the representation of the Jambi region. The paragraph suggests that Jambi is a significant region where these themes are

prevalent, implying that it may have notable discussions, policies, or challenges concerning access to public services for vulnerable groups. This could mean that Jambi has a higher visibility in terms of public service discourse or possibly faces more pronounced issues that necessitate public discussion. Additionally, the paragraph introduces themes associated with public services, mentioning terms like “Pelayanan” (service), “Publik” (public), “Pemerintah” (government), and “Dinas” (department/agency). These terms indicate that the conversation surrounding public service access is tied closely to governmental structures and service institutions, emphasizing the role of public administration in ensuring service accessibility.

Furthermore, the paragraph highlights specific themes related to vulnerable groups, including terms such as “Penyandang” (people with disabilities), “Disabilitas” (disability), and “Masyarakat” (community/society). This suggests that a significant part of the discourse is centered on the challenges faced by individuals with disabilities and possibly other marginalized communities in accessing public services. The mention of these themes indicates a focus on inclusion and equity in public service access, showing concerns about whether these groups receive adequate attention and support from government agencies. However, the paragraph lacks deeper elaboration on whether the identified themes reflect positive developments, challenges, or gaps in service provision. It also does not specify whether the data from Figure 2 and Table 2 indicate improvements in service access or persistent shortcomings. Additionally, while the themes provide an overview of key discussion points, further contextual information, such as policy interventions, government initiatives, or specific barriers faced by these groups, would enhance the analysis. The paragraph could also benefit from a clearer structural flow to differentiate between the general themes of public service access and those specific to vulnerable groups.

### **Analysis of best practice that have been applied of digital inclusion in Non-Discriminatory Services in Jambi City.**

Jambi City encounters challenges in digital accessibility for individuals with disabilities when using public service applications. These obstacles stem from limitations in inclusive technological infrastructure, insufficient education and training for people with disabilities in technology, and a lack of awareness among application developers and policymakers about their specific needs. Statistical analysis highlights that community involvement in developing and evaluating digital services, along with data analysis conducted by people with disabilities, plays a crucial role in the effectiveness of digital accessibility policies. In contrast, existing regulations and technological infrastructure do not demonstrate strong statistical significance.

Therefore, prioritizing community engagement and comprehensive data analysis on digital service users with disabilities is essential for the successful implementation of digital accessibility policies in Jambi City (Fatriani et al., 2024).

Jambi City has introduced various digital inclusion initiatives to ensure equitable services, particularly addressing challenges faced by people with disabilities. One major hurdle is the limited availability of inclusive technological infrastructure, coupled with inadequate education and training in technology for individuals with disabilities. Additionally, there is a lack of awareness among application developers and policymakers regarding their specific needs. To tackle these issues, Jambi City has launched initiatives like the Sangkek application, a mobile platform developed by local millennials. Active community involvement in designing and assessing digital services, along with comprehensive data analysis of users with disabilities, plays a crucial role in the success of digital accessibility policies. While the "Sikoja" application is not explicitly mentioned, the strategies and challenges outlined apply broadly to any digital service striving for inclusivity in Jambi City (Fatriani et al., 2024).

The implementation of Sikoja, Jambi City's digital public service system, has greatly improved service accessibility and efficiency for vulnerable groups, including the elderly, people with disabilities, and low-income individuals. By digitizing essential services and streamlining bureaucratic processes, Sikoja reduces wait times and minimizes the need for in-person visits, which benefits those with mobility issues or limited financial resources. The system's integration with government agencies ensures quicker responses to requests for social assistance, healthcare, and legal aid (Andisa & Rachmawati, 2023).

Despite these advantages, Sikoja poses challenges for those with limited digital literacy or internet access. Many elderly and low-income individuals may find it difficult to navigate the system, creating a digital divide that restricts their access to essential services. Technical issues and system outages can also delay assistance for those with urgent needs (Maratun Saadah, 2021). To maximize Sikoja's impact, policymakers should implement offline support mechanisms like community help centers and training programs to ensure that everyone can access essential public services (Al Vayed et al., 2023).



Source: (SIKOJA Application, 2025)

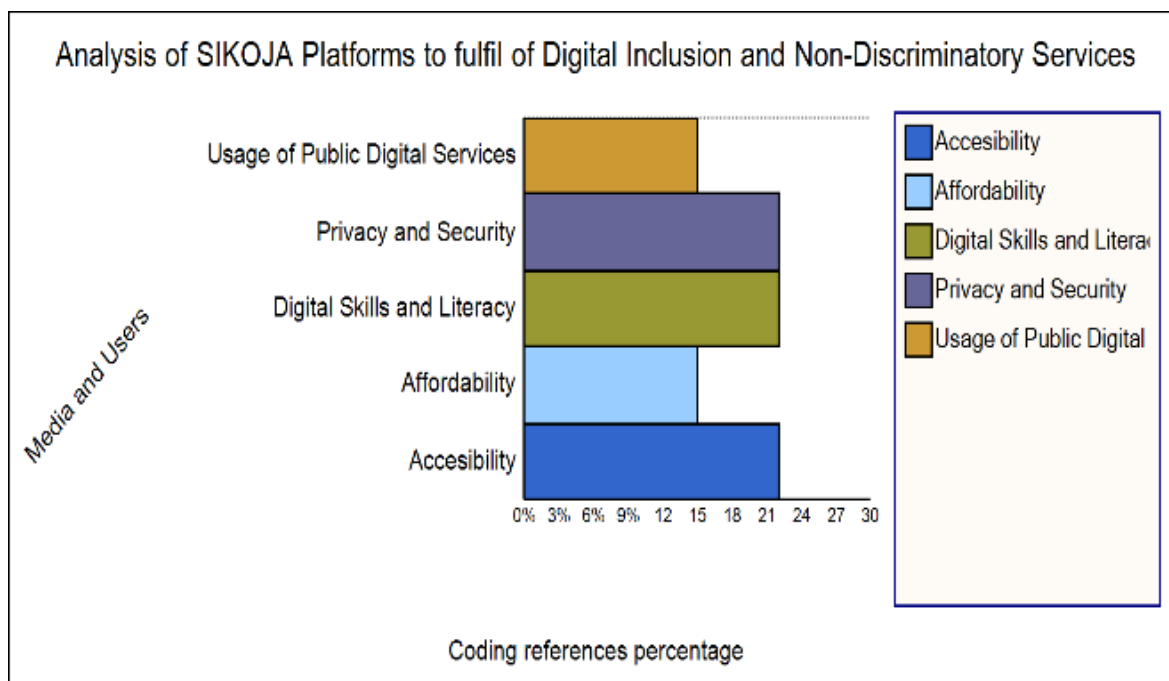
**Figure: 3. SIKOJA Menu**



Source: (SIKOJA Application, 2025)

**Figure: 4. SIKOJA Page**

In this analysis also tries to explore which from these indicators that need to be improved from the SIKOJA application to fulfil of Digital Inclusion and Non-Discriminatory Services. The indicators used to examines the public services in SIKOJA as example: Accessibility, Affordability, Digital Skill and Literacy, Privacy and Security, Usage of Public Digital Service. The analysis on figure 5 and table 3.



Source: (Nvivo 12Plus Analysis, 2025)

**Figure: 5. Analysis of SIKOJA Platforms to fulfil of Digital Inclusion and Non-Discriminatory Services**

**Table 3. Analysis of SIKOJA Platforms to fulfil of Digital Inclusion and Non-Discriminatory Services**

Actors	Accessibilit y	Affordabili ty	Digital Skills and Literacy	Privacy and Security	Usage of Public Digital Services	<b>Total</b>
Media and Users	22,81%	15,79%	22,81%	22,81%	15,79%	100%
<b>Total</b>	22,81%	15,79%	22,81%	22,81%	15,79%	100%

Source: (Nvivo 12Plus Analysis, 2025)

The data presented in Figure 5 and Table 3 indicate that the dominant indicators demonstrating the effectiveness of Sikoja Public Service in ensuring digital inclusion and non-discriminatory access are Accessibility, Digital Skills and Literacy, and Privacy and Security, collectively accounting for 22.81%. This suggests that these aspects play a crucial role in fostering an inclusive and secure digital environment, allowing users to navigate, comprehend, and engage with digital services without barriers. The emphasis on accessibility ensures that individuals, regardless of their physical abilities or socio-economic background, can effectively interact with the platform. Additionally, the prioritization of digital literacy underscores the

necessity of equipping users with essential knowledge and competencies to make full use of available digital services, while robust privacy and security measures reinforce user trust and data protection.

Conversely, the indicators with the lowest contribution to digital inclusion—Affordability and Usage of Public Digital Services—stand at only 15.79%, highlighting a significant challenge in ensuring equal access to digital resources. Affordability remains a crucial barrier, as financial constraints may limit certain segments of the population from fully utilizing digital services. Similarly, the relatively low score for public digital service usage implies a potential gap in awareness, adoption, or infrastructure that prevents widespread engagement. Addressing these deficiencies is essential to achieving a more balanced digital ecosystem where cost-effectiveness and widespread utilization are not obstacles to inclusivity and equitable digital service access.

## CONCLUSION

The analysis highlights significant challenges faced by vulnerable groups in Jambi City regarding public service access, particularly in healthcare, infrastructure, and social welfare. Limited healthcare accessibility, inadequate infrastructure, and insufficient economic opportunities hinder equitable service distribution, necessitating targeted interventions and collaborative efforts from government agencies, civil society, and local stakeholders. Additionally, digital inclusion remains a critical concern, as evidenced by the analysis of the Sikoja application. While accessibility, digital literacy, and privacy and security are well-integrated, affordability and public digital service usage remain low, indicating financial barriers and gaps in adoption. To enhance digital inclusion and non-discriminatory services, policymakers must invest in affordable solutions, expand digital literacy programs, and implement offline support mechanisms to bridge the digital divide. Strengthening these aspects will ensure that all residents, particularly vulnerable populations, can fully participate in public services, fostering a more inclusive and equitable society.

## REFERENCES

- Agostino, D., Saliterer, I., & ... (2022). Digitalization, accounting and accountability: A literature review and reflections on future research in public services. *Financial Accountability & ...* <https://doi.org/10.1111/faam.12301>
- Al Vayed, D., Pribadi, U., & Fatriani, R. M. (2023). The satisfaction level analysis of the Sikoja application's users in Jambi city during the Covid-19 pandemic. *ILKOM Jurnal Ilmiah*,

15(1), 144–152.

- Andisa, G., & Rachmawati, R. (2023). Utilization of SIKOJA Application (Jambi City Information System) in Supporting the Implementation of Smart Governance in Jambi City. *2023 10th International Conference on ICT for Smart Society (ICISS)*, 1–5.
- Ansell, C., Sørensen, E., & Torfing, J. (2023). Public administration and politics meet turbulence: The search for robust governance responses. *Public Administration*. <https://forskning.ruc.dk/en/publications/public-administration-and-politics-meet-turbulence-the-search-for>
- Bhardwaj, R. K., & Kumar, S. (2017). A comprehensive digital environment for visually impaired students: user's perspectives. *Library Hi Tech*, 35(4), 542–557.
- Chan, F. K. Y., Thong, J. Y. L., Brown, S. A., & ... (2021). Service design and citizen satisfaction with e-government services: a multidimensional perspective. *Public Administration* .... <https://doi.org/10.1111/puar.13308>
- Chen, T., Guo, W., Gao, X., & Liang, Z. (2021). AI-based self-service technology in public service delivery: User experience and influencing factors. *Government Information Quarterly*. <https://www.sciencedirect.com/science/article/pii/S0740624X20302999>
- Chilunjika, A., Intauno, K., & Chilunjika, S. R. (2022). Artificial intelligence and public sector human resource management in South Africa: Opportunities, challenges and prospects. *SA Journal of Human Resource Management*, 20. <https://doi.org/10.4102/sajhrm.v20i0.1972>
- City, T. G. of J. (2023). *Voluntary Local Review Jambi City 2023*.
- Criado, J. I., Dias, T. F., Sano, H., Rojas-Martín, F., & ... (2021). Public innovation and living labs in action: A comparative analysis in post-new public management contexts. ... *Public Administration*. <https://doi.org/10.1080/01900692.2020.1729181>
- Cvetković, V. M., Tanasić, J., Ocal, A., Kešetović, Ž., & ... (2021). Capacity development of local self-governments for disaster risk management. In ... *research and public* .... [mdpi.com. https://www.mdpi.com/1660-4601/18/19/10406](https://www.mdpi.com/1660-4601/18/19/10406)
- Fatriani, R. M., Qibtiyah, M., & Jambi, U. (2024). *DISABILITIES IN PUBLIC SERVICE APPLICATIONS: A CASE STUDY*. 1–16.
- Field, J. M., Fotheringham, D., & ... (2021). Service research priorities: designing sustainable service ecosystems. *Journal of Service* .... <https://doi.org/10.1177/10946705211031302>
- Galego, D., Moulaert, F., Brans, M., & Santinha, G. (2022). Social innovation & governance: a scoping review. *Innovation: The European Journal of Social Science Research*, 35(2), 265–290. <https://doi.org/10.1080/13511610.2021.1879630>

- Goggin, G., & Newell, C. (2003). *Digital disability: The social construction of disability in new media*. Rowman & Littlefield.
- Grossi, G., & Argento, D. (2022). The fate of accounting for public governance development. In *Accounting, Auditing & Accountability Journal*. emerald.com. <https://doi.org/10.1108/AAAJ-11-2020-5001>
- Gutberlet, J. (2021). Grassroots waste picker organizations addressing the UN sustainable development goals. *World Development*. <https://www.sciencedirect.com/science/article/pii/S0305750X20303223>
- Ha, L. T. (2022). Are digital business and digital public services a driver for better energy security? Evidence from a European sample. In *Environmental Science and Pollution Research*. Springer. <https://doi.org/10.1007/s11356-021-17843-2>
- Kangro, K., & Lepik, K. L. (2022). Co-creating public services in social hackathons: adapting the original hackathon concept. *Public Money & Management*. <https://doi.org/10.1080/09540962.2021.1940584>
- Larsson, K. K. (2021). Digitization or equality: When government automation covers some, but not all citizens. In *Government Information Quarterly*. Elsevier. <https://www.sciencedirect.com/science/article/pii/S0740624X20303269>
- Marlina, L., & Arliyanti, B. (2024). Performance Of The Social Service In Reducing The Number Of People With Social Welfare Problems (Pmks) For Abandoned Elderly In Jambi City, Jambi Province. *Jurnal Konstituen*, 6(1), 15–34.
- Osborne, S. P., Powell, M., Cui, T., & ... (2022). Value creation in the public service ecosystem: An integrative framework. *Public Administration* .... <https://doi.org/10.1111/puar.13474>
- Ragnedda, M, Ruiu, M. L., & Addeo, F. (2022). The self-reinforcing effect of digital and social exclusion: The inequality loop. In *Telematics and Informatics*. Elsevier. <https://www.sciencedirect.com/science/article/pii/S0736585322000855>
- Ragnedda, Massimo, & Muschert, G. W. (2013). *The digital divide*. Routledge Florence, KY.
- Rahman, M. M. (2021). Achieving Sustainable Development Goals of Agenda 2030 in Bangladesh: the crossroad of the governance and performance. In *Public administration and policy*. emerald.com. <https://doi.org/10.1108/PAP-12-2020-0056>
- Roziqin, A., Mas'udi, S. Y. F., & Sihidi, I. T. (2021). An analysis of Indonesian government policies against COVID-19. In *Public Administration and Policy*. emerald.com. <https://doi.org/10.1108/PAP-08-2020-0039>
- Saadah, M. (2024). Transformational Leadership and Dynamic Managerial Capabilities in Public Sector Innovation. *Jurnal Bina Praja*.



<http://jurnal.kemendagri.go.id/index.php/jbp/article/view/2059>

- Saadah, Maratun. (2024). Transformational Leadership In Public Sector Innovation; Toward An Elderly-Friendly City. *JIAP (Jurnal Ilmu Administrasi Publik)*, 11(2), 169. <https://doi.org/10.31764/jiap.v11i2.21895>
- Saadah, Maratun. (2021). Artificial Intelligence for Smart Governance; towards Jambi Smart City. *IOP Conference Series: Earth and Environmental Science*, 717(1), 12030.
- Sanders, C. K., & Scanlon, E. (2021). The digital divide is a human rights issue: Advancing social inclusion through social work advocacy. In *Journal of human rights and social work*. Springer. <https://doi.org/10.1007/s41134-020-00147-9>
- Schmidhuber, L., Ingrams, A., & ... (2021). Government openness and public trust: The mediating role of democratic capacity. *Public Administration* .... <https://doi.org/10.1111/puar.13298>
- Selwyn, N. (2004). Reconsidering political and popular understandings of the digital divide. *New Media & Society*, 6(3), 341–362.
- Servon, L. J., & Nelson, M. K. (2001). Community technology centers: Narrowing the digital divide in low-income, urban communities. *Journal of Urban Affairs*, 23(3-4), 279–290.
- Shahrash, I., Mirajiah, R., & Widyanto, N. (2022). Digital Inclusion Strategies to Enhance Accessibility of Public Services in Indonesia. *Jurnal Aktor*, 2(1).
- Van Dijk, J. (2020). *The digital divide*. John Wiley & Sons.
- Waite, S. (2021). ... I stay or should I go? Employment discrimination and workplace harassment against transgender and other minority employees in Canada's federal public service. *Journal of Homosexuality*. <https://doi.org/10.1080/00918369.2020.1712140>