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Structural model that determines the successful implementation of e-government

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Abstract

This research aimed to identify and measure the factors that influence the implementation of e-government. The study includes the variables of perceived ease of use, perceived behavioral control, subjective norm, perceived usefulness of use, attitude towards use, interoperability, maturity, accountability, and e-government implementation. A sample of 501 participants was collected, and a multivariate structural equation analysis was performed on each effect. The research results indicated that perceived ease of use, perceived behavioral control, subjective norm, and perceived usefulness explained 69% of the attitude towards use. Maturity, accountability, interoperability, and attitude toward use measured 75.9% of e-government implementation. Increased attitude toward use, maturity, responsibility, and interoperability increases e-government implementation. The increase in maturity implies having optimized services; the increase in responsibility implies having transparency, security, and integrity; the increase in interoperability implies agility and standardization of processes; the increase in attitude towards use implies adopting technology by citizens and civil servants.

Keywords: e-Government, behavior, interoperability, maturity, accountability

Introduction

The Internet has become an essential aspect of life to facilitate access to information and socialization (Dolunay et al., 2017). The concept of e-government consists of all those activities based on recent computer technologies of the Internet. These activities allow countries to develop and increase the efficiency of public management, improve the services offered to citizens, and provide government actions in a much more transparent framework. E-government provides citizens more accessible, faster, more convenient, and better-quality response times. The implementation of e-government has brought about a successful change in the business process, increasing internal efficiency, improving levels of information sharing and interoperation, and improving innovation and competitiveness (Idris, 2016).

Benefits of E-Government

The implementation of e-government improves social inclusion (Ali et al., 2018) and greater transparency and accountability in business and government management (Gelan, 2016), as well as greater closeness with citizens (Abdullah et al., 2016). E-Government has significantly transformed how governments provide public services and information (Darren, 2016). According to (Keramati, et al., 2018), the

implementation of e-government aims to improve the structure of government itself, its efficiency in public management, accountability and transparency, decentralization, citizen satisfaction, online service delivery, and optimized participation of citizens in public decision-making. According to the Department of Economic and Social Affairs (2020), the scope, quality of online services, telecommunications infrastructure, and human capacity; the leading e-government countries in the world are: Denmark, the Republic of Korea, Estonia, Finland, Australia, Sweden, the United Kingdom, New Zealand, the United States, the Netherlands, Singapore, Iceland, Norway, and Japan.

According to the Department of Economic and Social Affairs (2020), e-government development is based on a holistic view of e-government, which incorporates three important dimensions that enable people to benefit from online services and information: adequacy of telecommunications infrastructure, capacity of human resources to promote and use information and communication technologies, and availability of online services and content.

Theory of Planned Behavior

The Theory of Planned Behavior (TPB), proposed by Azjen in 1985, is a cognitive theory that links beliefs to behavior. It suggests that an individual's decision to engage in a specific behavior can be predicted by their intention to perform that behavior (Ajzen, 1985). Personal Attitudes reflect our individual attitude toward a particular behavior. They encompass positive and negative thoughts related to the behavior. For example, someone's attitude toward smoking might include both relaxation benefits and concerns about health and cost (Ajzen, 1991). Subjective Norms considers how we perceive others' attitudes toward behavior. It's not about what others actually think but our perception of their opinions. For instance, family and friends' views on smoking influence our subjective norms (Ajzen, 1991).

Perceived Behavioral Control relates to our belief in our ability to control our behavior. It depends on internal factors (like self-determination) and external factors (such as available resources). Perceived behavioral control affects both our intentions and our actual behavior (Ajzen, 1991). TPB has been applied in health education campaigns, including anti-drug initiatives, where it helps predict and influence behavior based on intentions, attitudes, norms, and perceived control.

The theory of planned behavior allows the study of behavior with unethical decision-making characteristics (Chu et al., 2015). This theory is extended with the technology acceptance model, which incorporates social factors that could explain technology adoption (Lai, 2017). Behavioral intention to use e-government is a determinant of user behavior, while intention is positively influenced by attitude, subjective norms, and perceived behavioral control (Xie et al., 2017).

Theory of Accountability

The Theory of Accountability explains how the perceived need to justify one's behaviors to another party causes individuals to consider and feel accountable for the process by which decisions and judgments have been reached. In organizational contexts, accountability theory focuses on mechanisms that increase accountability perceptions, including identifiability, expectation of evaluation, awareness of monitoring, and social presence. The theory exposes the perceived need to justify the executing party's behaviors to the auditing party, which causes the party executing the actions to think more deeply and responsibly about the behaviors in their procedures. Transparency is an essential element of approaches to governments that have been used to promote openness and reduce corruption (Dekker, 2018).

Research Problem

The lack of efficient integration of all information systems, language barriers, easy-to-use interfaces and the absence of interoperability of processes do not allow a successful implementation of an electronic government. The factors of language barriers, educational level, user-friendliness, pleasantness, reliability, visual appeal, and infrastructure make the successful implementation of e-government impossible (Idris, 2016). The results reveal that human action, decision, management, and error are the leading causes of e-government disruptions and inadequate processes (Idris, 2016). An unsuccessful implementation of e-government is the negative relationship between the digital economy and national cultural characteristics (Ali et al., 2018). The absence of interoperability makes successful e-government implementation impossible (Setiawan & Yulianto, 2018). Among the main challenges of e-government implementation is the efficient integration of all public information systems and heterogeneous business processes by providing a unified environment (Panom, 2017).

Justification of the Study

Identify variables and establish a structural equation model to measure the implications of successful implementation of an e-government. The implementation of e-government aims to improve the structure of government itself, its efficiency in public management, accountability, transparency, decentralization, citizen satisfaction, online service delivery, and optimized participation of citizens in public decision-making (Keramati et al., 2018). The maturity models developed countries adopt do not provide an adequate strategic plan to implement sustainable e-government services due to causes such as lack of details, technology-centric nature, emphasis on implementation, and lack of an adoption strategy (Sanchez-Torres & Miles, 2017). Projects in developing countries have a low success rate, with 30% of e-government projects managing to sustain the actual implementation stage (Joshi & Islam, 2018). E-government is one of the ways to facilitate the transition from a developing economy to a developed economy (Saxena, 2017). The increase in urban population in countries, globalization, and decentralization of social responsibilities achieve sustainable development to balance the social components of economic and environmental progress in the community (Kang, 2019).

Research Questions

1. *What are the factors that measure the implementation of e-government?*
2. *What are the most critical factors for e-government implementation?*

Understanding what people do to accept or reject information technology exposed that perceived ease of use influences the intention to use the web; it establishes a relationship between perceived and actual use of a new system environment (Bhattacharya et al., 2011). Perceived ease of use is considered significant in determining consumers' intention to use the single platform electronic payment system as pleasant, easy to use, and valuable, so they will be more than ready to use it (Chu et al., 2015). Perceived ease of use is significantly related to consumers' intention to use the Information System (Lai, 2016).

H_1: Perceived ease of use positively affects attitude toward using e-government.

Perceived behavioral control influences employee information systems due to the actions of misusing resources through their desires or intentions (Princely, 2014). Providing a secure network environment can decrease the level of risk and improve the level of behavior of an e-government user, which can drive users to reuse e-government (Sanchez-Torres & Miles, 2017). User behavioral control positively impacts their trust and future behavior toward accepting new technologies (Xie et al., 2017).

H_2: *Perceived behavioral control positively affects attitude toward e-government use.*

The cultural and social environment can make e-government users strongly rely on normative beliefs (Ajzen, 2015), achieving a positive attitude toward using information technologies (Xie et al., 2017). The influence of social groups will significantly impact decision-making and the possible behavior of using specific technology (Ajzen, 2015).

H_3: Subjective norms have a positive effect on attitudes toward e-government use.

Perceived usefulness was identified as one of the critical factors influencing intention to use the web (Lai, 2017). In studies conducted, perceived usefulness had a higher correlation with usage behavior than ease of use, although both were significantly related to current and future use of information technologies (Davis, 1993). Security, perceived usefulness, and perceived ease of use are essential factors that positively impact consumers' ability to intend to use a single-platform payment system (Lai, 2016).

H_4: Perceived usefulness has a positive effect on attitude toward e-government use.

The centralization of information systems processes in government produces accountability gains (Aroon, 2018). The government is monitored primarily by the more informed regions and has better incentives than other unmonitored governments (Boffa, 2016). At the same time, however, its incentives are to serve the informed and neglect the uninformed, so it should be forced to provide at least some public goods uniformly to avoid unacceptable distributional distortions (Boffa, 2016). Social influence is the degree to which an individual perceives that others believe he or she should use the new e-government system (Rana et al., 2017).

H_5: Attitude towards use has a positive effect on the implementation of electronic government.

Interoperability describes the ability of two or more systems to exchange data or information and their use for exchanging information across capabilities of a product or system whose interfaces are fully expressed with agreed access limits (Setiawan & Yulianto, 2018). Interoperability has already triggered discussions on document data formats (Lundqvist, 2017). Interoperability must be achieved in the diversity of hardware and software usage, operating systems, databases, and programming languages available today and used in various centers or regional government agencies (Setiawan & Yulianto, 2018). E-government interoperability reaches its maximum potential development if barriers affecting its implementation can be removed, such as the type of IT infrastructures owned by the government, management support, human resources, data and information integration, and data security and privacy, among others (Setiawan & Yulianto, 2018).

H_6: Interoperability has a positive effect on the implementation of e-government.

The linear patterns of phased e-government development, a technology-centric nature, lack of detailed processes, and lack of state-of-the-art technology are determinants (Joshi & Islam, 2018). A maturity model

describes how e-government projects should be assimilated in stages while accommodating the interests of various stakeholders, such as government and citizens (Joshi & Islam, 2018).

H_7: Maturity has a positive effect on the implementation of e-government.

Accountability is one of the main aspects of public organizations that ensures proper functioning and increases monitoring by critical stakeholders (Aroon, 2018). Accountability has been widely recognized as a fundamental value for good governance in public organizations, making it a determining requirement that impacts public administration reform (Bowles, 2014).

H_8: Accountability has a positive effect on e-government implementation.

Figure 1 shows that the relationship between ease of use and attitude towards use showed a p-value of 0.02 and less than .05, so at 95% confidence, a positive relationship was found to be significant. The remaining relationships showed p-values of 0.00 and less than .01, so at 99% confidence, a positive relationship was found to be significant.

Methodology

The study of this research is identified as quantitative because it collects, processes, and analyzes data on variables determined as ordinal. The research design is quantitative, non-experimental, cross-sectional, and correlational. A questionnaire instrument was used to collect data for the research analysis using the Microsoft Forms platform. This study included people between 18 and 65 years old who performed service transactions through digital citizen-to-government platforms and had at least three years of e-government transactional management interaction experience.

The study participants were contacted through social networks such as Facebook, Twitter, LinkedIn, Google+, Google+, Instagram, Q-Zone, emails, or academic or non-profit organizations. The research included the participation of 501 participants who responded to They responded to a questionnaire instrument in Spanish and English prepared by the researchers. The questionnaire included 56 premises measured through the variables proposed in the research model with a 5-point Likert scale and nominal scale.

Results

Table 1 delineates the country of origin for each participant, presenting a diverse sample of 501 individuals from various countries. Most participants are from Puerto Rico (41.51%) and the United States (30.53%), indicating that the study primarily reflects the perspectives of individuals from these two regions. This is significant because both regions have distinct approaches to and histories with e-government, which could influence the perceptions and interactions of the participants with e-government systems.

Other notable contributions come from Cuba (11.37%), the Dominican Republic (3.79%), and Colombia (3.59%), with smaller percentages from various other Latin American countries and Spain. This geographical diversity helps to ensure that the study's conclusions have broader applicability across different e-government systems influenced by varying socio-political contexts.

Table 1: Country of Origin of Participants

Country of Origin		Percent
United States	153	30.53 %
Puerto Rico	208	41.51 %
Cuba	57	11.37 %
Dominican Republic	19	3.79 %
Colombia	18	3.59 %
Ecuador	1	0.19 %
Argentina	6	1.19 %
Spain	14	2.79 %
Perú	4	0.79 %
Venezuela	14	2.19 %
México	2	0.39 %
Uruguay	2	0.39 %
Panama	3	0.59 %
Total	**501**	**100 %**

The Table 2 outlines the distribution of years participants have used e-government platforms. Most users fall within the 3-9-year range (329 out of 501, approximately 65.67%), suggesting a relatively experienced user base with substantial exposure to e-government services. This duration is critical as it implies familiarity and adaptability to digital government interactions, which could influence their attitudes and perceptions as measured in the study. The presence of long-term users (20 years and above, though minimal) also provides insights into the adaptability and evolution of user attitudes toward long-standing e-government platforms.

Table 2: Distribution of experience

Years of Use in e-government Platform	Frequency
3-5	163
6-9	166
10-14	145
15-19	25
20-24	1
More of 25	1

Figure 1 analyzes the key components and relationships depicted in this model regarding the implementation of e-government: In the first place, the perform an analysis of variable relationships: Perceived Ease of Use, Perceived Behavioral Control, Subjective Norm, and Perceived Usefulness to Attitude Towards Use: All these variables show significant positive effects on Attitude toward use, with beta values of 0.117, 0.238, 0.281, and 0.304, respectively. This indicates that these factors significantly influence users' attitudes toward using e-government. The higher coefficients for Perceived Usefulness and Subjective Norm suggest that these are potent predictors of attitude.

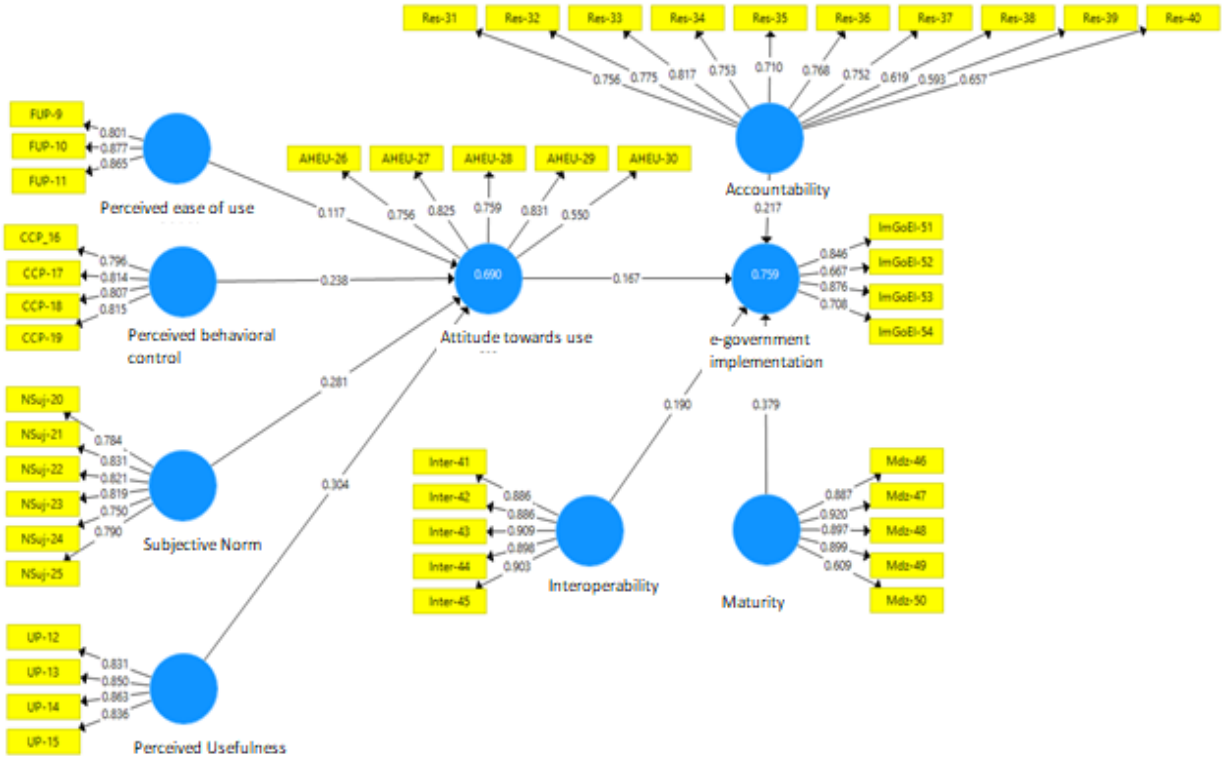

Figure 1: Path Algorithm and R^2

The beta value of 0.167 indicates a positive and significant impact of ‘Attitude Towards Use’ on 'e-Government implementation'. This supports the idea that positive user attitudes are crucial for successfully implementing e-government systems. The measure the direct effects of e-government Implementation: Interoperability, Maturity, and Accountability; these factors directly influence e-government implementation with beta values of 0.190, 0.379, and 0.217, respectively. Notably, 'Maturity' has the most decisive influence among these, suggesting that the level of development and sophistication of e government services plays a critical role in their successful implementation.

Model Fit and Reliability: the path diagram also displays several R^2 values (e.g., 0.690 for 'Attitude towards use' and 0.759 for 'e-Government implementation'), indicating a good amount of variance explained by the predictors for these constructs. High R^2 values suggest that the model effectively captures the factors that influence these aspects of e-government. Loadings for each indicator on their respective constructs are mostly above 0.7, indicating solid and reliable measurements.

This model effectively highlights the critical factors that influence the successful implementation of e-government. The significant roles of user attitudes shaped by usability, control perceptions, social norms, and usefulness underscore the need for user-centered design in e-government systems. Moreover, the direct influence of interoperability, maturity, and accountability on implementation success points to the importance of technical and procedural readiness and transparent governance practices. This robust model helps understand the dynamics of e-government adoption and serves as a guide for policymakers and administrators to enhance the efficacy and adoption of their e-government initiatives.

In the Figure 2, the additional details that further clarify the relationships and statistical significance within the model, particularly concerning the influence of different factors on attitudes toward e government use and its implementation. First, we see Key Highlights from the Updated Diagram. Each path in the model is associated with beta values (effect sizes) and p-values (statistical significance). For example, 'Perceived Behavioral Control' has a beta value of 0.238 and a p-value less than 0.001, indicating a substantial and statistically significant effect on 'Attitude towards use.'

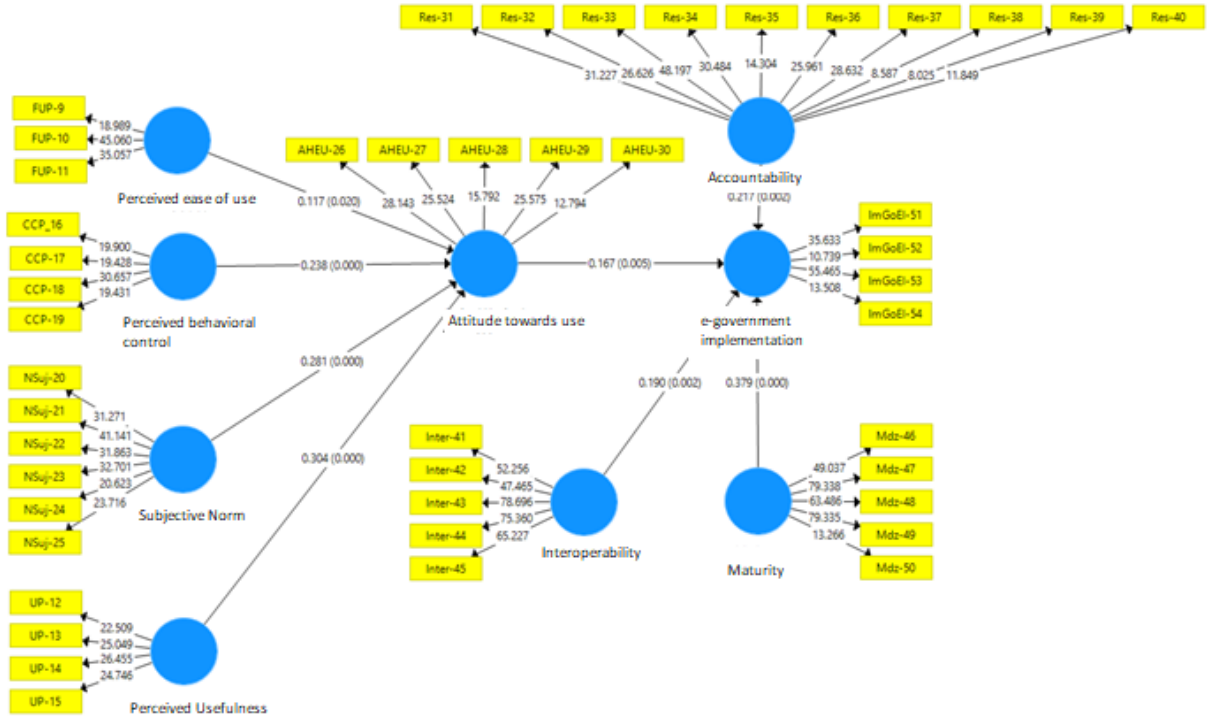

Figure 2: Path Algorithm and P-value

This trend of statistical significance is consistent across all paths leading to 'Attitude towards use' and 'e-Government implementation,' as indicated by p-values less than 0.001 for primary paths like those from 'Subjective Norm' and 'Perceived Usefulness.' The R^2 value for 'Attitude towards use' is 0.690, suggesting that the predictors in the model (Perceived Ease of Use, Perceived Behavioral Control, Subjective Norm, and Perceived Usefulness) explain about 69% of the variance in' Attitude towards use'.

The R^2 value for 'e-government implementation' is 0.759, indicating that the model explains 75.9% of the variance in e-government implementation. This high value underscores the model's effectiveness in capturing the factors critical to e-government success. Impact of Direct and Mediating Factors:

The model illustrates direct effects and potentially mediating effects through 'Attitude towards use,' which is influenced by factors like Perceived Usefulness and Subjective Norm before impacting 'e-government implementation.' 'Maturity,' 'Interoperability,' and 'Accountability' directly affect 'e-government implementation' with relatively high beta values, indicating their direct solid roles in facilitating e government services.

Figure 2 reaffirms the significant influences of behavioral perceptions and operational factors on the successful implementation of e-government. It highlights the importance of enhancing user attitudes through improved usability and functionality and the necessity of advanced technological infrastructure and governance frameworks that support transparency and efficiency. These insights can guide strategic enhancements in e-government platforms, aiming to increase user adoption and satisfaction, thereby driving broader implementation success. This detailed statistical mapping also validates the robustness of the model, making it a valuable tool for academic and practical applications in the development of e-government.

Table 3 presents the statistical findings from the study on factors affecting the implementation of e-government, structured to validate eight specific hypotheses using beta values, t-values, and p-values as measures of statistical significance and effect size.

Table 3: Results Summary of Beta-Value, T-Value, P-Value

Hypothesis	Path	Beta-Value	T-Value	P-Value	Result
H_1	Perceived ease of use >>> attitude toward the use of e-government.	0.117	2.062	0.020	Supported
H_2	Perceived behavioral control >>>attitude towards the use of e-government.	0.238	3.493	0.000	Supported
H_3	The subjective norm >>>attitude towards the use of e-government	0.281	6.243	0.000	Supported
H_4	Perceived usefulness Perceived use >>>attitude towards the use of e-government.	0.304	5.693	0.000	Supported
H_5	Attitude towards the use of e-government>>> government implementation.	0.167	2.569	0.005	Supported
H_6	Interoperability>>>implementation of e-government.	0.190	2.884	0.002	Supported
H_7	Maturity >>>implementation of e-government.	0.379	4.489	0.000	Supported
H_8	Accountability >>>implementation of e-government.	0.217	2.963	0.002	Supported

Hypothesis 1 (H_1) examines the impact of perceived ease of use on attitudes toward e-government. The t-value of 2.062 indicates a positive effect (beta = 0.117) that is statistically significant ($p = 0.020$). This suggests that as the ease of use of e-government increases, so does the positive attitude toward its use.

Hypothesis 2 (H_2) and Hypothesis 3 (H_3) test the influence of perceived behavioral control and the subjective norm on the attitude towards e-government, respectively. Both hypotheses are strongly supported, with higher beta values (0.238 for H_2 and 0.281 for H_3) and significant p-values ($p < 0.001$ for both), indicating a robust positive effect of these factors on attitude.

Hypothesis 4 (H_4) addresses the perceived usefulness of e-government. It shows the most robust beta value among the attitudinal influences (beta = 0.304) with a corresponding p-value of less than 0.001. This underscore perceived usefulness as a crucial determinant of a favorable attitude toward e-government.

Hypotheses 5 through 8 focus on the direct effects of e-government implementation. Attitude towards use (H_5), interoperability (H_6), maturity (H_7), and accountability (H_8) all significantly predict e-government implementation, with maturity showing the highest beta value (0.379), suggesting that more mature e-government systems are more likely to be successfully implemented. All these factors are statistically significant, with p-values ranging from 0.002 to 0.005, reinforcing their critical roles in the effective deployment of e-government systems.

Overall, these results strongly support the study's theoretical model, highlighting the importance of individual attitudinal factors and systemic characteristics in successfully implementing e-government initiatives.
The study offers a demographic breakdown of the participants in the study on e-government implementation and an analysis of their duration of use on e-government platforms, which are critical for understanding the context and reliability of the study's findings. The research sample is diverse in terms of geographic origin and varied in terms of the length of interaction with e-government systems. This mix enhances the study's credibility, ensuring that the findings reflect various experiences and are not limited to a single demographic or a short-term interaction scenario. Such a sample allows for a robust analysis of the factors influencing e-government implementation, making the study's conclusions relevant for policymakers and practitioners seeking to enhance e-government systems in similar contexts.

The perceived ease of use, perceived behavioral control, subjective norm, and perceived usefulness significantly affected the attitude toward the use variable. The effects of these independent variables explain 69% of the attitude toward the use variable. The maturity, responsibility, interoperability, accountability, and attitude toward use variables positively affected e-government implementation. The effects of these independent variables explain 75.9% of the e-government implementation.

Discussion

The research shows significant evidence to support that the perceived ease of use of e-government positively affects the attitude toward its use. This effect means that, through the perceived ease of use, the user can perform personal or administrative management with the government, which motivates the customer to perform the event through the social management platform that the government itself has. This motivation occurs because the citizens perceive it as simple, fast, and effortless management. On the other hand, a more inclusive process is achieved for senior citizens. Executives and employees who are part of government entities perform with more agility, with more economical processes, and with greater effectiveness in the operations of citizen services. The achievement occurs when perceiving the ease and agility with which digital systems can operate, stimulating all users of e-government to improve their attitude towards its use. This finding is similar to what is reported in the literature (Xie et al., 2017) where the attitude towards use positively impacts the perceived ease of use.

Significant evidence supports that perceived behavioral control positively affects the attitude toward using e-government. This effect means that depending on the perceived behavioral control of the citizen, the attitude towards its use will be limited or not. Suppose the users of an e-government system perceive that they have the capacity and control to solve their social management problems through government digital

platforms. In that case, they will have a better attitude towards its use. According to the experiences learned, users compare and evaluate whether their dealings with e-government improve their self-service procedures. This fact contributes to the citizen's perception of greater control in the interaction with digital e-government platforms and stimulates them to explore other beneficial options to adopt their use. If the executives of government entities develop digital platforms of social management to increase the perception of behavioral control perceived in the users, they will stimulate to improve the attitude towards using e-government platforms. This finding is similar to what is described in the literature (Nick, et al., 2016), where the attitude towards use is impacted by perceived behavioral control.

There is significant evidence to support that subjective norms positively affect attitudes toward e-government use. This effect means that the impact of social norms positively influences citizens' attitudes toward e-government use. Every society is composed of citizens who are formed or grouped according to their customs and beliefs to exert pressure on social behavior and coexistence. Social rules are fulfilled when social pressures are practiced, this being a way to influence the intentions of the use of certain services, fashion, and human behavior. This finding is similar to what was indicated by (Chris et al., 2011), when he mentions that the subjective norm impacts the attitude towards the use.

There is significant evidence to support that perceived usefulness of use positively affects the attitude towards the use of e-government. This effect depends on the perceived usefulness of use and satisfaction that the citizen perceives for the interaction with e-government platforms to positively influence the attitude towards their use of e-government. This means that when citizens understand that they are helpful in performing their transactions through e-government applications, their attitude towards usage is influenced. This influence is because it saves them time and processes and reduces costs, facilitating a better quality of life. If governments and entities develop digital platforms for social management, which increases users' perceived usefulness, it improves the attitude towards using e-government applications. This finding is similar to what is described in literature by (Yang and Zhou, 2011) where he points out that the attitude towards use is impacted by perceived usefulness.

Significant evidence supports that the greater the attitude towards the use of e-government platforms, the greater the effect of e-government implementation. This effect means that, depending on the citizen's attitude towards using digital government platforms, there will be a positive influence on the implementation of e-government. Promoting e-government through the intensive use of information and communication technologies streamlines national policies for modernizing public management. These policies allow a better orientation to the public management of society to reduce transaction costs and eliminate bureaucracy from the processes. This finding is similar to what is described in literature by (Mpinganjira, 2013) where the implementation of e-government is impacted by attitude towards its use.

Significant evidence supports that the greater the interoperability, the greater the effect on the implementation of e-government. This effect means that the interoperability of social management and different governmental bodies contribute to the implementation of e-government. This explains that e-government interoperability represents a set of multidimensional, complementary, and dynamic capabilities needed between these networks of organizations to achieve a successful information exchange. This contributes to the successful implementation of e-government. As a result, greater agility and economy are provided to social management processes by the digital government to its citizens. This finding is similar to what is described in literature by (Galasso et al., 2016) where it indicates that the implementation of electronic government is impacted by interoperability.

Significant evidence supports that the greater the maturity, the greater the positive effect on e-government implementation. This effect means that the maturity of the digital government model in social management

is established at different levels for the implementation of e-government. This explains that the operation process of technologies should be from the simplest to the most complex so that users adapt and assimilate to the stages of implementation to achieve experiences and contributions. As a result, for the implementation of e-government, it is necessary to have experience, processes, and knowledge on the part of the users.

There is significant evidence to support the idea that accountability has a positive effect on e-government implementation. This effect means that the accountability of the digital government platform users makes e-government implementation feasible. This explains that accountability implies commitment and continuous management to the end. As a result, government employees and executives of different entities act and conduct themselves responsibly to undertake the different government social management processes with seriousness and transparency. The audited processes achieve greater transparency and reliability for users in an e-government environment. This finding is similar to what is described in literature (Dekker, 2018) where the implementation of e-government is impacted by accountability.

Conclusion

The impact of maturity has a positive and important effect on the implementation of e-government, as demonstrated in the study. This means that maturity is necessary to establish the foundations for the implementation of e-government platforms.Maturity is the requirement most validated by users for the implementation of any e-government digital platform system. Both employees and executives need to know the operations carried out in their government entities, with full execution and control of social management. This fosters greater agility and certainty in social management operations with users.

With the accumulated experience and operational domain, the activities will be transformed into a technological environment of social management that allows greater agility and security in the processes. This new environment allows generating greater trust and satisfaction in users, achieving other necessary elements in the implementation process such as responsibility and interoperability between different government agencies and other types of private information systems.

The research integrates frameworks such as the Theory of Planned Behavior, the Theory of Accountability, and the Technology Acceptance Model to propose a new model for e-government implementation. This model quantitatively assesses the impacts of various constructs on e-government success, with empirical evidence supporting a strong coefficient of determination. The findings underscore that a mature e-government system, characterized by optimized services and robust interoperability among government agencies, enhances digital platforms' overall effectiveness and user adoption. Moreover, the study highlights the importance of accountability in fostering transparency, security, and integrity within government operations, thus building user trust and confidence.

The practical implications of this research are profound, offering a roadmap for governments to implement *E-Systems* effectively. The established model provides a generalized set of best practices for e-government implementation, suggesting necessary stages of maturity and interoperability alongside mechanisms for accountability. These practices aim to streamline government processes and ensure a more inclusive, efficient, and effective digital environment for citizens. Through detailed recommendations for improving service delivery and increasing citizen engagement, this study contributes significantly to the literature on e-government. It aids policymakers and administrators in enhancing social management processes.

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