International Journal of Law Policy and Governance
Vol.6, No.2, 2026
e-ISSN: 2830-3245
pp.160-170
DOI: https://doi.org/10.54099/ijlpg.v5i2.1262

Globalisation, E-Governance and Development: Exploring the Role of the State

M. Shafi Bhat
Jammu and Kashmir Higher Education Department India
smsbhat789@gmail.com

ARTICLE INFO

Research Paper

Article history:
Received: 31 January 2025
Revised: 15 June 2026
Accepted: 30 August 20326
Se

Key Words: Good Governance, Development, Globalisation, State, Information Technology, Government

ABSTRACT

The recent advances in knowledge, innovation and technology in the world beckons to a better world. Good Governance is the use of Information Technology to deliver public services in a more convenient citizen centric and cost effective manner. Good Governance relates to the quality of relationship between the government and the citizens whom it serves and protects. Good Governance consists of four imporatnt pillars viz accountability, transparency, predictability and participation. Citizens want excellence in governance of services delivered on time and at minimum costs. In the fast changing scenario, good governance has become not only necessary but also essential in a set up where people are the biggest stakeholder. In this direction, a number of initiatives have already been made for government officials, legislators and various other key players to come together to learn and explore and achieve the objectives of growth and development.

Introduction

The transformation of governance, on the historical analysis of American Public Administration, provides some good discussions on government and governance. Government is an institutional superstructure that society uses to translate politics into policies and legislation. Governance is the outcome of the interaction of government, the public service and citizens throughout the political process, policy development, programme design and service delivery. Governments are institutionalised institutions that contribute to governance. Representative governments seek and receive citizen support, but they also need the active cooperation of public servants. Governance is the outcome of politics and programmes. Easy accessibility and outreach determine the nature of governance against government.

The twenty-first century has witnessed an unprecedented convergence of globalisation and digital transformation, fundamentally altering how states interact with their citizens. As capital, information, and ideas flow across borders with increasing velocity, national governments face mounting pressure to modernise their administrative apparatus to remain competitive and responsive. Information and Communication Technology (ICT) has emerged as a central instrument in this transformation, giving rise to what is now widely termed "electronic governance" or e-governance — the deployment of digital platforms to deliver public services, facilitate citizen participation, and enhance the efficiency, transparency, and accountability of public institutions. Countries around the world, from advanced economies to developing nations, have launched digital government initiatives — online tax filing, e-procurement, digital identity systems, and citizen service portals — as a response to rising public expectations for faster, cheaper, and more transparent governance (Alias & Foziah, 2022; Imam & Astini, 2022; Iskamto et al., 2024).

Several observable trends characterise this global shift. First, there is a marked movement from government-centric to citizen-centric service delivery models, wherein public agencies increasingly design services around user convenience rather than bureaucratic convenience. Second, globalisation has accelerated the diffusion of e-governance models, with international organisations (the UN, World Bank, OECD) actively promoting digital government indices and best-practice frameworks that encourage cross-national policy learning and benchmarking. Third, there is a growing emphasis on the four pillars of good governance — accountability, transparency, predictability, and participation — as normative benchmarks against which digital reforms are evaluated. Fourth, developing countries are increasingly adopting leapfrogging strategies, using mobile and cloud-based technologies to bypass costly legacy infrastructure investments that characterised earlier waves of administrative modernisation in industrialised nations.

Despite this proliferation of e-governance initiatives and a substantial body of literature on digital government, several gaps persist. Much of the existing scholarship treats e-governance primarily as a technical or administrative reform, with insufficient attention to its political and structural implications for the role of the state itself in an era of globalisation. Studies tend to evaluate e-governance success through narrow efficiency metrics (cost savings, service speed) rather than through its deeper contribution to the normative goals of good governance and development. Furthermore, there is limited comparative analysis of how varying state capacities, institutional cultures, and levels of globalisation exposure shape the outcomes of e-governance adoption — particularly in contexts where the state must simultaneously respond to global pressures and local citizen demands. Finally, the relationship between e-governance and development — as opposed to mere service efficiency — remains theoretically underdeveloped, with few frameworks systematically linking digital governance reforms to broader socio-economic development outcomes (Alias & Foziah, 2022; Alkahtani et al., 2020).

Theoretically, the literature lacks a coherent framework that situates e-governance within the broader discourse on the changing role of the state under globalisation — is the state being hollowed out, transformed, or strengthened through digital reform? Existing governance theories often treat "government" and "governance" interchangeably, obscuring the analytically important distinction between institutional structure and the interactive process of policy delivery. Practically, many e-governance initiatives, particularly in developing countries, suffer from implementation gaps: digital divides, weak institutional coordination, inconsistent political will, and citizen distrust undermine the translation of technological investment into the four pillars of good governance. There is, in short, a disjunction between the promise of e-governance as articulated in policy rhetoric and its actual, uneven realisation on the ground (Harash et al., 2014; Musa & Ismail, 2023; Puteri, 2023; Riadi & Aprilian, 2024; Ribeiro-Soriano & Galindo-Martín, 2012).

This study aims to: Examine the interrelationship between globalisation, e-governance, and development, with particular attention to how global pressures reshape state administrative practices. Analyse the role of the state in mediating the adoption and outcomes of e-governance initiatives. Assess the extent to which e-governance implementation reflects the four pillars of good governance — accountability, transparency, predictability, and participation. Identify the structural and institutional factors that enable or constrain effective e-governance as a vehicle for development.

This study contributes to the literature by explicitly repositioning e-governance not merely as a technical-administrative tool but as a site where the evolving role of the state under globalisation can be empirically and theoretically examined. Rather than treating good governance, e-governance, and development as parallel or loosely connected concepts, this research integrates them into a single analytical framework that foregrounds the state as an active mediating institution — one that translates global technological and normative pressures into locally embedded governance outcomes. This integrative approach distinguishes the study from prior efficiency-focused or purely descriptive accounts of digital government reform.

Research Method

This study employs a qualitative, descriptive-analytical research design, appropriate for exploring conceptual relationships between globalisation, e-governance, and development, and for interpreting the evolving role of the state within this nexus. A qualitative approach is adopted, drawing on document analysis and literature-based inquiry rather than statistical hypothesis testing, since the objective is to build conceptual understanding and critical interpretation rather than to measure discrete variables.

Data Sources. *Secondary data:* academic journal articles, books, government policy documents, and reports from international organisations (e.g., UN E-Government Survey, World Bank Governance Indicators, OECD digital government reports).

- *Case illustrations:* selected country or regional examples of e-governance initiatives, used illustratively to ground the conceptual discussion in empirical practice.
-

Data are collected through **documentary/library research (studi kepustakaan)** — systematically reviewing scholarly literature, policy papers, and institutional reports relevant to globalisation, governance theory, e-governance, and development.

Data Analysis Technique, The study uses descriptive-qualitative content analysis, involving:

- Categorising literature according to the four pillars of good governance (accountability, transparency, predictability, participation);
- Comparing theoretical perspectives on the state's role under globalisation with empirical patterns observed in e-governance practice;
- Synthesising findings into an integrated conceptual framework linking globalisation, e-governance, the state, and development outcomes.

Result and Discussion

Globalisation: A Multifaceted Phenomenon

Globalisation is a complex phenomenon which encompasses a great variety tendencies and trends in the economic, social and cultural spheres. It has a multi- dimensional for purpose of simplicity. It may be described as increasing and intensified flows among countries of goods, services, capital, ideas, information and people which produce cross- border integration of a number of economic, social and cultural activities. There are four main driving forces behind increased interdependence a) trade and investment liberalisation b) technological innovation c) enterpreneurship, and d) global social networks. Although many believe that technological innovation and enterpreneurship are the main forces behind globalisation, these forces can not alone explain the process of enhanced economic integration. National governments have played a pivotal role in allowing greater interdependence and economic integration of specifica ctivities through the elabortaion and adoption of martket- oriented policies and regulations. In other words, Economic globalisation is the result of policy decisions made by individual countries that allow global market forces to operate. It si of great importance to underscore the political source of economic globalisation in order to avoid interpreting this phenomenon as a deterministic force about which a little can be done. The real issue in which countries set the rules, whom do they favour and how can the powerful also influence policy- making in the international arena, and do it in ways that will benefit them. Some countries do not have as much leverages as others in setting the international economic and political agenda, due to significant powerful imbalances among nations that are reflected in international institutions. As a consequence, the present form of globalsiation is largely shaped by the rules advanced by one part of the world , the most influential and these rules do not necessarily favour developing countries and countries in transition.

Role of the Government

Beating in kind that governments have played a crucial role in allowing for growing integration in a number of areas, increased interdependence has received a great impetus also from technological innovation, as well as the constant reduction in transportaion and communication costs. These factors are responsible for drastically transforming the case, speed, quantity and quality of international information flows, as well as physical communications. In particular, information technology and multimedia communications are producing shrinkage of distance and acceleration of change. Due to technological advances transportation and communication costs have declined drastically. The end of state monopolies where and when it has happened and thereby the introduction of greater competition in the telecommunication sector, is also responsible for a sharp decline in communkication costs.

Innovation

Thanks to technological innovations and greater economic liberalisation, enterpreneurs, especially Multinational Corporations, have atken full advantage of more open markets to spread production processes all over the world (Annual Report of WTO, 1999). The opening up of economic opportunities allows the movement of foreign capital, technology and management, largely from Transnational Corporations (TNCs), to host country enterpreneurs and corporations. Economic globalisation is mainly characterised by the rapd expansion of international trade, foreign direct investment and acpital marlet flows. The last 50 years have seen trade expanding faster than output by a significant margin, increasing the degree to which national economies rely on international trade in overall activity (Annual Report of WTO, 1998). The decline in transportaion costs and technological innovation, in particular of internet, have contributed to an increase in the volume of trade, finacial flows and accelerated economic transactions by decreasing the time and methods by delivery and payment of goods and services.

Greater economic integration is not the only relevant aspect of globalisation. Improvement in the technological spheres have enabled in expensive, instantaneous communications and massive diffusion of information affecting styles of politics, culture and social organisation. The globalisation of technology has contributed not only to the explosive growth of information exchange via the internet, but also to the expansion of education opportunities and the creation of transnational social networks. Information, which has been the monopoly of the few, is becoming accessible to wider and more diverse audiences. The relative ease of accessing information has increased citizens ability to share views, to become aware of their rights, to make their demands known and increase their influence generally. As a consequence, citizens are joining together to demand improved levels of services and higher standards of behaviour from their governments.

Globalisation has also allowed a greater awareness of international issues. Now a days people have greater access to and knowledge of other cultures as well as social problems and issues. What is more, social protests has taken on a different form. It is not any longer confined to one particular country or to local issues; it trnscends national borders. International and regional organisations such as NGOs and Transnational networks based on shared interests rather than on. However NGOs are by no means invention of the past decades , some notable NGOs such as save the Children, were founded at the beginning of the 20th century, while other even earlier as in the case of the International Red Cross. What has changed is perhaps the incraesing number of NGOs and their growing political leverage.

Impact of Globalisation

The lifting of trdae barriers , liberalisation of world capital markets and swift technological progress, especially in the field of information technology, transportation and telecommunications , have vastly increased and accelerated the movement of the people, information,commodities and capital. Correspondingly they have also broadened the range of issues which spell over borders of nation- states acquiring international norm- setting and regulation and therfore, consultation and formal negotiations on a global or regional scale. Many of the problems afflicting the world today such as poverty, environmental pollution, organised crimes and terrorism are increasingly transnational in nature and cannot be dealt with only at the national level, or by state to state negotiations.Greater economic and social interdependence seems to affect national decision- making processes in two fundamental ways. It calls for a transfer of decision to the international level and due to an increase in the demand for participation it also required many decisions to be transferred to local levesl of government. This implies that public policise are undertaken at different levels. Thereby globalisation entails complex decision- making process, which atke place at different levels, namely sub- nationa, national and global, paving the way to a growing multilayered system of governance. As a matter of fact, two realities co- exist. One is the so- called borderless virtual world where geography does not count and communication and business transactions can occur in a matter of seconds. The other world is that of the every day life of people in which borders still count, local realities are still complex and very different among themselves, and most fundamentally where social and economic problems still need to be addressed. In addition, although there may seem to be cultural convergence, this phenomenon is only superficial and it does not affect the core cultural values of different countries.

Role of the state globalisation may require that the state improve its capacity to deal with greater openness, but it does not seem to undermine its size nor its fundamental role within the nsational and international landscape. To be sure the state remains central to the well- being of its citizens and to the proper management of social and economic development. The state is also responsible for adopting policies, which are conductive to greater economic integration. In brief Globalisation does not reduce the role of the nation- state but rederfines it given the pressures and responses it must give at the local, antional and international levels. Experiences shows that globalisation does not affect all countries to the same extent. In general and as recently experienced, if it si true, for instance that the negative externalities of a financial crisis in one region of the world affect other regions around the globe, it is also true that some countries suffer more than others because they lack the capacity to contain the adjustment costs of globalisation. This leads to the question of why some countries have not been able to minimise the costs of globalisation or have been marginalised. Globalisation and greater openness to the world economy can benefit fully a country and its people only in the presence of solid democratic institutions, which help redistribute the gains freom open trade, investment, technological transfers and greater exchange. Globalisation has the potential of increasing prosperity and human development for all, but this is predicted on how it is pursued. In turn this depends on democratic processes being in place at the sub- national, national, international levesl and on domestic policies which help those sectors ofs ociety which are hit by the negative effects of globalisation, for example unemployment that results from the restructuring of the economy. In order to ensure that society at large benefits from globalisation, countries need to a) reinforce democratic state institutions and promote, when needed, decentralisation b) strengthen social processes , in particular social safety nets c) reinforce social capital, and d) build capacity in the public sector to support the creation and application of knowledge, innovation and technology for development.

Strengthening Democratic Institutions

A democratic sttae, which is proactive and strategic, is required to arrest and in the medium term, reverse poverty and underdevelopment. Combating poverty both nationally and internationally represents an essential dimension of a strategy of restoring public trust and rebuilding human capital, which is necessary not merely for development but also for the effectiveness of democratic governance. In brief, more than ever before what is needed today is strong democratic state endowed with institutions that are capable of coping with both domestic and international problems and challenges. Strong democratic institutiosn are vital in providing a solid framework of political, economic and social rules and in creating an enabling environment for prosperity of people. In order to seize the benefits of globalisation, developing countries need to strengthen and modernise their democratic institutions. "Our runway world does not need less, but more government and this only democratic institutions can provide "(Giddens, 2000, p.100).

An intelligent democratic state is one that intervenes strategically by creating the conditions that support constructive endeavours for people- centered growth. Its role should be catalytic and supportive, i.e, promoting without investing and supervisory/regulatory. Yet creating an enabling environment for the private sector invloves more than removing obstacles. First to create a political and economic system in which enterpreneurship can flourish; second to facilitate enterpreneurial undertakings. The first task requires a stable and secure political order in which contacts are enforced, necessary adjudicating machinery existing for resolution of disputes, and the social order is backed by democratic institutions. The second task invloves the establishment of financial, legal and market institutions and of a regulatory apparatus that enables people to open a business without too much difficulty to have access to affordable credit and to invest in productive activities.

Governmenst should take lead in simplifying procedures and regulations for the registration and licensing of business. Without simplifying bureaucratic procedures and rules to set up a business, enterpreneurial initiative will be stifled. The OECD recntly elaborated new stanadrd on corporate governance, workplace conditions, environmental safeguards, bribery and protection for whistlebowlers. However the rules are not legally binding, although governmenst are expected to clear security and health standards in the workplace. In brief, poorly managed states and exclusionary politics contribute to holding back economic and social development. To be sure, economic growth alone is not sufficient to sustain equitable human development. Providing health care and education, public infrastructure, safety nets for the unemployed, equal opportunities for all and the respect of basic human rights is a fundamental responsibility of the state, which is not unrelated to the goal of economic prosperity for all and to the enhancement of people's freedoms and quality of life. Poverty is reduced and development is more easily achieved when the state has a larger redistributive role, which is all the more important today in order to minimise the negative effects of globalisation.

Problems of Market and Policy Failure

Globalisation does not confer benefits on all countries automatically nor does it generate benefits at no cast. All of the market failures that can occur in domestic economies also appear in the global economy. In reality markets do not always operate as they are supposed to in theory. When they deviate from fundamental principles, market failures can produce economically and socially undersirable consequences. Market failures appear when consumers and producers do not bear the full costs of their actions, when prices do not reflect social costs and benefits, when consumers are manipulated or misled by advertising or do not have access to appropriate or regulating mechanism (the invisible hand) will push producers to adjust either the amount of goods and services offered or the porice at which they offer them.

In essence a competitive market economy is a process of exchange through which individuals, households and business acting in their own perceived interests exchange money factors of production goods and services. Distribution depends on participants ability to obatin money by selling their labor or by earning interest and dividens on investmenst and for business organisations to earn revenue from the sale of goods and services. When a market works effectively it is an extremely efficient means of providing consumers with a wide arnge of goods and service, creating value and wealth, and allocating resources to their best uses in society. The market provides information on price and values that allow individuals, households and business organisation to make economically rational decision. Competition raises the quality of goods and services and lowers prices over time by rewarding participants who act on market signals and by punishing bankruptcy those who do not, market expansion generation jobs, providing workesr with higher incomes and more resources to consume and save.

Government have an important policy role in creating condition that allow these factors to develop or be strengthened within their countries in order to enhance national competitiveness . the United Nations Conference on Trade and Development points out that " the basic policy challenge facing most developing countries remains host best channel the elemental forces of trade and industry to wealth creation and the satisfaction of human wants".

Role of Government in Fostering National Competitiveness

The most important roles of governments in fostering and promoting competitiveness in a global economy includes a) government controlled, centrally planned economies or non-functioning market systems b) initiating and sustaining macroeconomic reforms c) strengthening legal institutions for economic trnsactions d) enacting and implementing policies that support private enterprise development e) improving government efficiency accountability and responsiveness f) providing infrastructure and overhead capital g) protecting the economically vulnerable, and h) strengthening and supporting organisations of civil society.

Initiating and Sustaing Reforms

Governemnts in those countries seeking to exapnd their international tarde and investment, create jobs, increase incomes and wealth and improve the standards of living for their citizens must find ways to create a domestic economic system in which most of all goods are available for purchase or sale on the market. Governments can help make markets competitive by allowing prices to reflect true relative scarcities in the economy encouraging decision makers to behave according to rules of the market and allowing producers to obtain fair profits. In most countries this means finding effective ways of implementing structural adjustment policies, liberalizing trade and investment, creating or strengthening property rights and developing a legal framework for economic transactions.

Implementing Structural Adjustment Policies

Governments in most coungtries periodically make structural adjustments that enhance the financial viability of productive enterprise. Such policies aim at establishing a system in which private enterprises survive or fall on the basis of profit- making capability rather than on central government plans, bureaucratic controls and budgetary support and that are penalised for inefficient or unprofitable activities by the possibility of bankruptcy or liquidation. Timely availiability of adequate, reliable, accurate and relevant data that has become a sine qua non not only of sound policy- making but also of the measurement, monitoring and evaluation of public sector performance. It carries in it the prospect of major reforms in the whole field of governance and public administration.

Globalisation may be said to bring greater opportunities to many countries provide specific conditions are met. It can foster prosperity, only if free trade principles are not upheld at the expenses of consumers, health and the environment and if profits are not gained at the expense of workers basic rights. That is to say greater market openness cannot be divorced from a profound debate about common social goals and complementary policies. The promotion of a higher quality of life and the protection of human dignity should be regarded as the end of any effort to globalise. Accordingly globalisation cannot mean the abandonment of all thinsg to market forces. In other words “the economic sphere cannot be separated from the more complex fabric of socila nad political life and sent shooting off on its own trajectory. To survive and thrive, a global economy must have a more solid foundation in shared values and institutional practice. It must advance broader and more inclusive social purposes. Basic needs must be satisfied as an end in itself, but also a means to allow people to be able to seize to a greater extent the benefits of globalisation. This is especially true in developing countrise where people can benefit more from the rapid transformations if the quality and access to education and health are ensured; if physical infrastructures, including transport and communication networks, hospitals and water systems are built or improved;if poverty amidst plenty si reduced and if the technology gap is narrowed that si to say if people have greater opportunities to make choices. What people can psoitively achieve is influenced by economic opportunities, political liberties, social powers and the enabling conditions of good healthg, basic education and the encouragement and cultivation of initiatives and the state has a very important role to play in this reepect.

As emphasised globalisation can be a powerful and dynamic force for growth and development. If it is properly managed, the foundations for enduring and equitable growth at the international level can be laid. For that it is essential to preserve in the search for consensual solutions through open and direct dialogue that takes account of the fundamental interests of all. In sum globalisation as either a totally positive or negative phenomenon is a simplistic appraoch. Ultimately globalisation benefits society at large in countries that enjoy some degree of political stability that have in place adequate infrastructure equitable social safety nets and in general strong democratic institutions. Thus one of the main pre- conditions to ensure that the benefits of globalisation are evently spread throughout the developed and the developing world and within a given country is good governance and an efficient and effective public administration.

Market System

Market sysytem are the engines of national economic growth and the means through which private enterprises become competitive in a globalizing economy. However to operate effectively, market systems require a strong institutional framework. Globalisation and the technological innovation that drives economic, social and political interactions across national boundarise can bring substantial benefits to people in countries where governments focus on enacting and implementing market- supporting policies and creating and sustaining the institutions needed to make markets open, equitable and competitive. Studies of countries that have gone through the transition from closed, planned, controlled economies to open market systems, indicate that successful transformation requires not only economic policy reforms but also political liberalization. Creating the institutions and policies supporting efficient market systems and facilitating national comnpetitiveness requires long- term political commitments by government with strong developmental orientations.

State seeking to participate in and benefit from a global market economy must create and sustain institutions that promote or strengthen seven underlying attributes of market systems that make them more open to domestic and international transactions. Governments have an important role to play in strengthening the following attributes economic motivation- markets systems depend on societal acceptance of material gain and the necessity business organisations to make profits as a primary motive for individual production and investment private productive property in market systems governments must protect private ownership of income and adequately rewarded freedom of enterprise to employ private property effectively. Owners must be permitted to mobilize the resources needed to make it more productive market-based decision- making in market- systems economic and business decision must be made by market signals, that is primarily through consumers decisions affecting supply and demand competition which is a basic attribute of market economies and the primary motivator for individuals and producers to divide labour specialise, develop comparative advantage, improve quality, cut costs and innovate equality of opportunity free markets require institutions that assure all individuals and groups the opportunity to engage in economic activity through the ownership of property and the formation of enterprises on fair sale of their labour for income and societal rule setting and guidance in order for markets to operate efficiently and effectively participants must establish anda dhere to institutionalised “rules of the game” and government must establish a “ Rule of Law” and enforce regulations within which markets can function efficiently.

Conclusion:

The world is going through one of the most remarkable periods of transformation in human history. Globalization is sweeping across nations. Rapid flows of goods, services, capital, technology, ideas, information and people across borders; increased financial integration of the world economy; and rise of knowledge as a key driver of economic growth are resulting in new challenges and opportunities for development. There is a need for building capability of the state and its apparatus to adapt to the new realities and exploit the opportunities for development and poverty reduction presented by globalization. They have to do so in an environment where their control over national trade and investment policies is dwindling and where international cooperation is assuming critical importance.

References

A.S.Kabur, Centre- State Relations in India, New Delhi, Manak Publications, 2004

Abdulrahim P.Vijaypur, Dimensions of Federal Nation Building, New Delhi, Centre for Federal Studies Jamia Hamdard & Manak Publications, 1998

Alias, A., & Foziah, N. H. (2022). Analysis Towards the Factor of Inadequacy Retirement Fund Among EPF Members: : A Review Paper. International Journal of Law, Policy, and Governance, 1(2), Article 2. https://doi.org/10.54099/ijlpg.v1i2.440

Alkahtani, A., Nordin, N., & Khan, R. U. (2020). Does government support enhance the relation between networking structure and sustainable competitive performance among SMEs? Journal of Innovation and Entrepreneurship, 9(1), 14. https://doi.org/10.1186/s13731-020-00127-3

Alvesson, M. and Kärreman, D. (2011). Qualitative Research and Theory Development. Mystery as Method, London: SAGE Publications

Alvesson, M. and Sköldberg, K. (2000/2009). Reflexive Methodology: New Vistas for Qualitative Research, London: SAGE Publications

astells, M. (2010). The Rise of the Network Society, 2nd ed. Chichester, West Sussex; Malden, MA: Wiley-Blackwell.

Balveer Arora, Douglas V.Verney (Edited), Multiple identities in a Single State: Indian Federalism in Comparative Perspective, New Delhi, Konark Publishers, 1995,

Barrett, S. M. (2004). Implementation Studies: Time for a Revival? Personal Reflections on 20 Years of Implementation Studies, Public Administration, Vol. 82 (2), 249-262

Bernhard, I. (2011). Planning for municipal e-government – A tentative framework towards citizen centric public e-services. Paper presented at the Western Regional Science Association, 50th Annual Meeting, Monterey, California, USA, February 27 – March 2

Bernhard, I. and Grundén, K. (2013). Challenging Organizational Issues When Municipal Contact Centers Are Implemented, Electronic Journal of e-Government, Vol. 11, Issue 1, 198-209.

Bernhard, I. and Wihlborg, E. (2014). Municipal Contact Centres: A Slower Approach Towards Sustainable Local Development by E-government, European Planning Studies, DOI: 10.1080/09654313.2014.94259

Bryman, A. and Bell, E. (2011). Business Research Methods, 3rd edition, New York: Oxford University Press

Cunningham, P. and Karakasidou, A. (2009). Innovation in the Public Sector. Policy Brief No. 2. Pro Inno Europe

Deakins, S.D., Al Namani, H. and Zhang, C. (2010). Local e-government impact in China, New Zealand, Oman, and in the United Kingdom, International Journal of Public Sector Management, 23(6), 520-534.

Dua B.D, M.P.Singh (Edited), Indian Federalism in the New Millennium, New Delhi, Manohar Publishers, 2003

Dudeja, Encyclopaedia of Information Technology and Practical Management, New Delhi: Commonwealth Publishers, 2002

Hamid Hussain, Indian Federalism: Emerging Trends, New Delhi, Manak Publications, 2010

Harash, E., Al-Tamimi, K., & Al-Timimi, S. (2014). The relationship between government policy and financial performance: A study on the SMEs in Iraq. China-USA Business Review, 13(4).

Imam, S. F., & Astini, R. (2022). The Effect Of Green Transformation Leadership On Government Performance Accountability: Through Organizational Learning. International Journal of Law Policy and Governance, 1(1), Article 1. https://doi.org/10.54099/ijlpg.v1i1.194

Iskamto, D., Tresnamurti, G., & Indrajaya, D. (2024). The Influence of The Entrepreneurial Environment And Government Support on The Performance of MSMEs in Bandung. International Journal of Entrepreneurship and Business Management, 3(1), Article 1. https://doi.org/10.54099/ijebm.v3i1.969

M.Shafi Bhat teaches at Government Degree College Tral Jammu & Kashmir

Musa, I., & Ismail, Y. (2023). Impact of Government Expenditure on Economic Growth in Nigeria: 1970-2020. International Journal of Management and Business Applied, 2(2), Article 2. https://doi.org/10.54099/ijmba.v2i2.581

Puteri, H. E. (2023). Good Corporate Governance, Leverage and Corporate Financial Performance in the Jakarta Islamic Index. International Journal of Indonesian Business Review, 2(2), Article 2. https://doi.org/10.54099/ijibr.v2i2.685

Rasheeduddin Khan, Rethinking Indian Federalism, Shimla: Indian Institute of advanced Studies, 1997,

Riadi, S., & Aprilian, P. (2024). Fraud Prevention: Exploring the Contributions of Forensic Accounting, Investigative Auditing, and Whistleblowing Effectiveness. International Journal of Law, Policy, and Governance, 3(1), Article 1. https://doi.org/10.54099/ijlpg.v3i1.897

Ribeiro-Soriano, D., & Galindo-Martín, M.-Á. (2012). Government policies to support entrepreneurship. Entrepreneurship & Regional Development, 24(9–10), 861–864. https://doi.org/10.1080/08985626.2012.742322