

Advantages of E-Government in Enhancing Public Administration Efficiency and Protecting Public Rights

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Abstract

Today, the development of information and communication technologies has transformed the manner in which public affairs are administered and governmental services are delivered. In this context, e-government, as one of the most significant instruments for modernizing administrative systems, has created substantial capacity for enhancing the efficiency of public administration and safeguarding public rights. The present study was conducted with the aim of examining the advantages of e-government in improving the efficiency of public administration and protecting public rights. This research employed a descriptive-analytical method and was based on library research to investigate various dimensions of the subject. The findings indicate that e-government plays an effective role in promoting the efficiency of public administration through accelerating administrative processes, reducing costs, improving the quality of public services, facilitating citizens' access to services and information, increasing transparency, and strengthening the accountability of public institutions. Furthermore, the development of electronic services and the integration of information systems provide the foundation for more effective public oversight, enhanced legal security, the reduction of complex administrative procedures, and improved protection of public rights and interests. The results demonstrate that e-government is not merely a managerial or technological tool; rather, it can function as an effective mechanism for realizing principles such as transparency, accountability, the rule of law, and the protection of public rights. Accordingly, the development of the technical, legal, and educational infrastructures necessary for e-government can play a significant role in improving the quality of governance and increasing public trust.

Keywords: E-government, Public Administration, Public Rights, Administrative Efficiency.

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1. Introduction

The remarkable developments in information and communication technologies in recent decades have paved the way for fundamental changes in the manner of administering public affairs and providing governmental services. The expansion of the Internet, the development of communication infrastructures, the growth in the volume of information, and the changing expectations of citizens have compelled governments to use the capacities of modern technologies in order to enhance efficiency, transparency, and accountability. In this context, e-government, as one of the most important manifestations of governance in the information age, has emerged with the aim of using information and communication technologies in the provision of public services, the improvement of administrative processes, and the facilitation of interaction between government and citizens. Today, e-government is not merely a technical instrument, but a fundamental strategy for reforming administrative structures, improving the quality of public services, and realizing good governance ([Abbaszadeh, 2005](#); [Sadoughi, 2003](#)).

E-government has emerged in response to the limitations of the traditional and bureaucratic administrative system; a system that, despite its important role in ensuring administrative order, has faced challenges such as slow processes, centralization, high costs, organizational duplication, and weak accountability in confronting the growing complexities of contemporary societies. The use of information technology has made it possible for governments to move away from hierarchical and centralized models and toward network-based, flexible, and citizen-centered structures. In such a model, public services are provided to citizens with greater speed, lower cost, and broader access, thereby creating the necessary conditions for increasing the productivity and efficiency of the administrative system ([Bateni & Yazdanshenas, 2006](#); [Rezaei & Davari, 2004](#)). The most important objectives of e-government include improving the quality of public services, reducing administrative costs, increasing transparency, facilitating citizens' access to information, reducing administrative corruption, and strengthening the accountability of public institutions. Through the creation of communication platforms between government and citizens, government and businesses, government and employees, as well as interaction among executive agencies, this system enables the provision of integrated and effective services. Accordingly, many governments around the world regard e-government as an instrument for improving the performance of the public sector, increasing public trust, and enhancing citizen satisfaction ([Amiri & Hasaninejad, 2012](#); [Mohammadi et al., 2007](#)). However, the significance of e-government is not limited to improving administrative efficiency; rather, from the perspective of public law, this phenomenon also occupies a special position. The provision of public services, the guarantee of equal access of citizens to information, observance of the principle of transparency, accountability of governmental institutions, and protection of public rights and freedoms are all fundamental issues of public law that are directly related to the development of e-government. In fact, e-government can provide the basis for protecting public rights and realizing the principles of good governance by facilitating access to public services and information, reducing administrative discrimination, improving public oversight, and strengthening citizen participation ([Gorji Azandaryani, 2011](#); [Shakeri, 2011](#)).

Conversely, the development of e-government is accompanied by challenges and risks. Issues such as the digital divide, inequality in access to technology, security threats, violations of privacy, misuse of citizens' data, weaknesses in technical infrastructures, and the absence of comprehensive legal frameworks can limit the realization of e-government objectives. In addition, the growing dependence of public services on electronic systems has made the need to pay attention to information security, the responsibility of governmental institutions, and the guarantee of citizens' rights in the digital environment more evident than ever ([Ghorbanizadeh et al., 2014](#); [Memarzadeh, 2003](#)). Numerous studies have been conducted in Iran concerning e-government. A significant portion of these studies has focused on the effects of e-government on improving administrative processes, increasing the productivity of governmental organizations, and improving the quality of public services ([Alvani & Yaghoubi, 2003](#); [Mohammadian & Vahabzadeh, 2005](#)). Others have examined the role of e-government in realizing good governance, increasing transparency, strengthening accountability, and developing public participation ([Ahangarpour & Hosseini-Fard, 2009](#)). Despite the importance of these studies, their review shows that previous research has mainly focused on the managerial, technological, and executive dimensions of e-government, while the analysis of its effects on the efficiency of public administration and the protection of public rights within the framework of public law has received less attention. Accordingly, the main research question is: through what mechanisms can e-government

increase the efficiency of public administration and protect public rights, and what are its most important effects in realizing principles such as transparency, accountability, equal access to public services, and the protection of citizens' rights? In response to this question, the present study, using a descriptive–analytical approach and relying on library sources, examines the role and advantages of e-government in enhancing the efficiency of public administration and supporting public rights.

2. Theoretical Foundations

In recent years, governments have paid special attention to the use of modern information and communication technologies in order to improve the quality of public services, increase the efficiency of the administrative system, and protect public rights. In this regard, e-government, as one of the most important instruments of transformation in public administration, has played an effective role in facilitating citizens' access to public services, increasing transparency, reducing administrative bureaucracy, and strengthening the accountability of governmental institutions (Akbari & Saffarifard, 2022). Given the close relationship between e-government, the efficiency of public administration, and the protection of public rights, examining the theoretical and conceptual foundations of this field is of particular importance. Explaining the concept of e-government, its structure and advantages, and its relationship with good governance, public administration, and public law can provide an appropriate framework for analyzing the role of this phenomenon in improving the performance of public institutions and protecting public rights and interests. Therefore, this section examines the most important concepts and theoretical foundations related to the subject of the study.

2.1. E-Government

E-government is one of the most important achievements of information and communication technology in the field of public administration. It has emerged with the aim of improving the quality of public services, increasing the efficiency of executive agencies, reducing administrative bureaucracy, and strengthening the relationship between government and citizens. The emergence of this concept can be regarded as a response to the inefficiencies of the traditional administrative system and the growing complexities of bureaucracy, in such a way that information technology has become an instrument for reforming administrative structures and improving the delivery of public services (Cordella & Tempini, 2015). Although various definitions of e-government have been proposed, their common feature is the use of information and communication technologies to improve government performance and provide public services. The Organisation for Economic Co-operation and Development defines e-government as “the use of information and communication technologies, particularly the Internet, as a tool for achieving good governance” (Oecd, 2003). E-government is also understood as the use of information technology by governmental institutions to transform relations among government, citizens, businesses, and other governmental organizations (Bhatnagar, 2004; Oecd, 2003). In the literature of public law, e-government is not merely an administrative technology; rather, it is considered a mechanism for realizing principles such as transparency, accountability, public participation, equal access to public services, and the reduction of administrative corruption. For this reason, many scholars have considered it one of the instruments for realizing good governance and promoting citizenship rights (Yildiz, 2007). From a managerial perspective, e-government accelerates administrative processes, reduces the costs of service delivery, eliminates unnecessary in-person visits, increases accuracy in decision-making, and improves the productivity of governmental organizations. Moreover, by providing citizens with round-the-clock access to public services, it creates the conditions for realizing administrative justice and reducing discrimination in access to governmental services (Bhatnagar, 2004). In sum, e-government can be defined as “the systematic use of information and communication technologies by public institutions in order to enhance the efficiency of public administration, improve the quality of public services, increase transparency and accountability, and support public rights and interests.”

2.2. Structure of E-Government

The structure of e-government refers to the patterns of communication between government and various stakeholders that are formed through the use of information and communication technologies in order to facilitate the provision of public services,

increase transparency, improve service quality, and reduce administrative costs (Yaghoubi, 2013). The most important dimensions of this structure include government-to-citizen relations (G2C), government-to-business relations (G2B), government-to-government relations (G2G), and government-to-employee relations (G2E). These interactions respectively play a role in providing public services to citizens, facilitating economic activities, integrating and coordinating executive agencies, and improving human resource management (Fathian & Mahdavi-Nour, 2019; Shahpari, 2004). Some studies have also considered citizens' electronic participation in decision-making processes and government interaction with civil institutions as other dimensions of e-government (Forouzandeh-Dehkordi et al., 2011). In foreign sources, e-government is not limited merely to the provision of electronic services; rather, it refers to the redesign of administrative processes and the improvement of interactions between government and stakeholders with the aim of increasing efficiency, transparency, and accountability (Graafland-Essers & Ettegui, 2003). The interaction among stakeholders in e-government is presented in Figure 1.

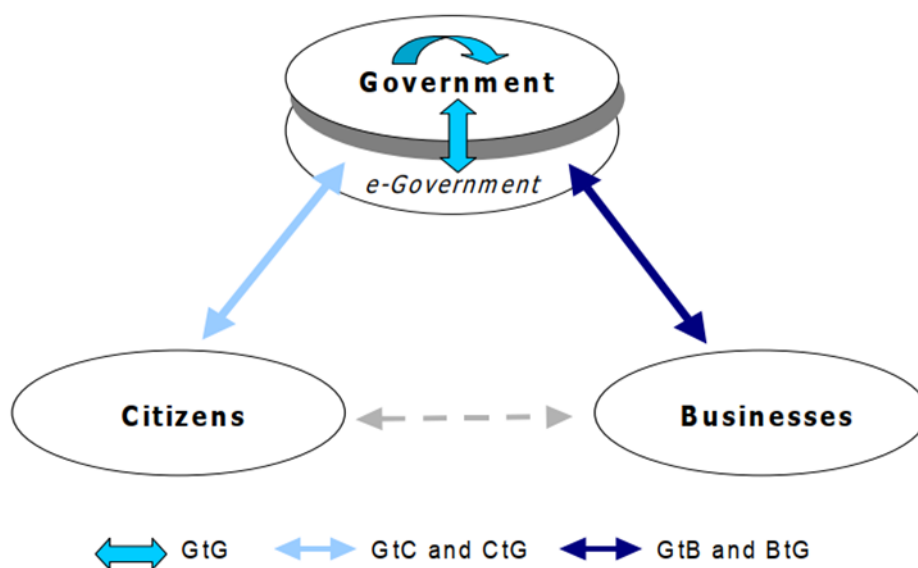


Figure 1. Interaction among Stakeholders in E-Government

Source: (Graafland-Essers & Ettegui, 2003)

2.3. Advantages of E-Government

E-government, through the use of information and communication technologies, provides the basis for improving the efficiency of public administration and enhancing the quality of public services. Its most important advantages include reducing administrative costs, accelerating service delivery, eliminating unnecessary formalities, increasing organizational productivity, and improving decision-making processes. E-government also increases the transparency of executive agencies' performance and governmental accountability by providing easy and online access to information. On the other hand, the development of electronic services increases citizen satisfaction, public participation in governance processes, and public trust in governmental institutions. Reducing administrative corruption, achieving justice in access to services, decreasing the administrative burden on citizens and business enterprises, saving time and costs, and expanding governmental services on a 24-hour basis are other important advantages of e-government. In sum, e-government provides a platform for realizing good governance, economic development, the promotion of public rights, and the establishment of an efficient and citizen-centered administrative system (Anttiroiko & Mälikä, 2007; Bhatnagar & Singh, 2010; Davies, 2015; Hafeznia, 2015; Memarzadeh-Tehran et al., 2021; Satyanarayana, 2014; Shahpari, 2004). Some of the most important advantages of e-government in enhancing the efficiency of public administration and protecting public rights are presented in Table 1.

Table 1. The Most Important Advantages of E-Government in Enhancing the Efficiency of Public Administration and Protecting Public Rights

Dimensions of Advantages	Effects of E-Government
Administrative	Reducing bureaucracy, increasing efficiency, accelerating services
Economic	Reducing costs, saving time, increasing productivity
Legal	Transparency, accountability, protection of public rights
Social	Increasing citizen satisfaction, public trust, and popular participation
Governance	Combating corruption, strengthening good governance, improving decision-making

Source: (Anttiroiko & Mälkiä, 2007; Davies, 2015; Oecd, 2003; Satyanarayana, 2014).

In 2014, the book *E-Government: The Science of the Possible* developed a framework for illustrating the benefits of e-government implementation for different stakeholders and presented a diagrammatic representation of e-government stakeholders by explaining its benefits for each stakeholder, as shown in Figure 2 (Satyanarayana, 2014).

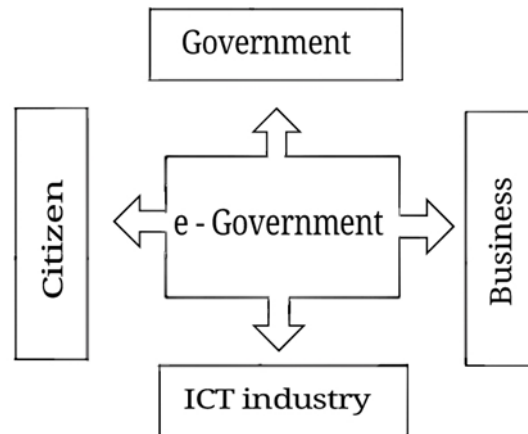


Figure 2. Advantages of E-Government

Source: (Satyanarayana, 2014)

2.4. *E-Government and Good Governance*

E-government is considered one of the most important instruments for realizing good governance. Through the use of information and communication technologies, it provides the basis for improving transparency, accountability, and the efficiency of the administrative system. The process of establishing e-government takes place in three stages: the organizational stage, the technology and organization stage, and the transformation stage. In the first stage, governmental functions and processes are redefined and reengineered, which leads to improved service quality and greater transparency in government performance. In the second stage, information technology is integrated with organizational structures, and the delivery of services shifts from the traditional mode to the electronic mode. Finally, in the transformation stage, the necessary basis is provided for the formation of a new society founded on participation, easy access to public services, and good governance (Baum & Di Maio, 2000; Forouzandeh-Dehkordi et al., 2011).

2.5. *Public Administration*

Public administration, as the most important executive institution of the state, is responsible for organizing and providing public services and implementing public policies in line with the public interest. This concept includes a set of bureaucratic institutions, human resources, mechanisms, equipment, and organizational relations that are responsible for producing public goods and services. The main objective of public administration is to meet the needs of society and provide public services effectively and efficiently through the optimal use of available resources. In modern approaches, public administration, in addition to implementing laws and policies, also emphasizes accountability, transparency, and the promotion of public welfare. Therefore, the efficiency of public administration is one of the most important indicators of governmental success in realizing public objectives and serving citizens (Parlak & Doğan, 2022; Pfiffner, 1946).

Although public management and public administration are closely related concepts, they differ fundamentally in terms of objectives, structure, and mode of operation. Lane argues that public management differs from private-sector management because it is influenced by politics, relies on public budgets, lacks private ownership, and is required to comply with the rules of public law (Lane, 2009). While public administration focuses on compliance with laws, procedures, accountability, and the provision of the public interest, public management emphasizes achieving results, increasing productivity, and improving organizational performance. Within the framework of e-government, the combination of these two approaches improves the quality of public services, facilitates service delivery, and increases citizen satisfaction. Moreover, the use of digital technologies provides the basis for realizing the principles of good governance, including transparency, accountability, efficiency, and citizen participation. Accordingly, e-government can be regarded as the connecting link between the requirements of public administration and the objectives of public management in the direction of realizing good governance. Table 2 presents the elements of public administration and public management.

Table 2. Elements of Public Administration and Public Management

Element	Public Administration	Public Management
Material and ideological conditions	Industrialization, urbanization, the rise of the modern corporation, specialization, faith in science, belief in progress, concern over major market failures, experience with the Great Depression and World War II, and high trust in government	Concern with government failures, distrust of big government, belief in the efficacy and efficiency of markets, rationality, and devolution
Primary theoretical and epistemological foundation	Political theory, scientific management, naïve social science, and pragmatism	Economic theory and sophisticated positivist social science
Prevailing view of rationality and model of human behavior	Synoptic rationality and the “administrative man”	Technical and economic rationality, the “economic man,” and self-interested decision-makers
Definition of the good, common public value, and the public interest	Determined by elected officials or technical experts	Determined by elected officials or by aggregating individual preferences supported by evidence of consumer choice
Role of politics	Elect governors who determine policy objectives	Elect governors who determine policy objectives; empowered managers; administrative policies concerning the use of specific tools
Role of citizenship	Voter, client, constituent	Customer
Role of government agencies	Rowing, understood as designing and implementing policies and programs in response to politically defined objectives	Steering, understood as determining objectives and catalyzing service delivery through tool choice and reliance, where possible, on markets, businesses, and nonprofit organizations
Key objectives	Politically provided goals; implementation managed by public servants; monitoring carried out through bureaucratic and elected officials’ oversight	Politically provided goals; managers manage inputs and outputs in a way that ensures economy and responsiveness to consumers
Mechanisms for achieving policy objectives	Administering programs through centralized, hierarchically organized public agencies or self-regulating professions	Creating mechanisms and incentive structures to achieve policy objectives, especially through the use of markets
Role of public manager	Ensures that rules and appropriate procedures are followed; responsive to elected officials, constituents, and clients; limited discretion granted to administrative officials	Helps define and meet agreed performance objectives; responsive to elected officials and customers; broad discretion allowed
Approach to accountability	Hierarchical, in which administrators are accountable to democratically elected officials	Market-driven, in which aggregated self-interests result in outcomes desired by broad groups of citizens regarded as customers
Contribution to the democratic process	Delivers politically determined objectives and accountability; competition among elected leaders provides overarching accountability; the public sector has a monopoly on public service ethos	Delivers politically determined objectives; managers determine the means; skepticism regarding public service ethos; favors customer service

2.6. Theories of Public Administration

Theories of public administration provide a framework for explaining the functioning of governmental organizations, decision-making processes, and the provision of public services. Based on Lin’s view, theorizing in public administration is primarily based on the empirical study of administrative behaviors, structures, and processes with the aim of improving performance and evidence-based policymaking (Lin et al., 2011). Frederickson and colleagues classify public administration theories into three general categories, including the scientific–positivist approach, the interpretive approach, and the normative approach, each of which seeks to explain, describe, and evaluate public-sector performance (Frederickson et al., 2012). In the

era of e-government, these theories constitute a basis for designing digital systems, improving service delivery, and increasing administrative efficiency. Moreover, principles such as transparency, accountability, participation, and effectiveness, which are emphasized in modern theories of public administration, are among the main pillars of good governance. Therefore, e-government can be regarded as an instrument for the practical realization of the objectives of modern theories of public administration and the establishment of good governance.

2.7. *Public Administration, Public Management, and E-Government*

Public administration refers to the set of institutions, processes, and executive mechanisms of the state that are responsible for producing and providing public goods and services and implementing public policies. The main objective of public administration is to secure the public interest, improve the quality of services, and use resources efficiently in order to respond to citizens' needs (Parlak & Doğan, 2022). By contrast, public management emphasizes achieving results, increasing productivity, effectiveness, and the responsibility of managers in realizing organizational objectives, and it follows a results-oriented approach (Hughes, 1998). With the expansion of information technology, e-government has emerged as an instrument for transforming public administration and has increased the transparency, speed, and quality of public services through the digitalization of processes. This transformation provides the basis for realizing the principles of good governance, including accountability, transparency, efficiency, and citizen participation. Accordingly, e-government can be considered an effective platform for enhancing the efficiency of public administration and realizing good governance (Davies, 2015; Oecd, 2003).

2.8. *Public Law*

Public law refers to the set of rules and principles that regulate relations among the state, public institutions, and citizens. Its main objective is to secure the public interest, preserve social order, and protect the fundamental rights of individuals. This branch of law determines the scope of governmental powers and responsibilities and guarantees the accountability and legitimacy of the performance of public institutions through legal mechanisms. Within the framework of good governance, public law provides the basis for realizing principles such as transparency, accountability, citizen participation, and the rule of law. Moreover, the development of e-government, relying on public law, strengthens equal access of citizens to services, data protection, and the observance of digital rights. Therefore, public law is one of the essential pillars of improving the efficiency of public administration and establishing good governance (Feldman, 2015; Ghazi Shariatpanahi, 2021). Examples of the applications of public law are presented in Table 3.

Table 3. Examples of the Application of Public Law

Examples of the Application of Public Law
Local authorities, planning, and environmental regulation
Entertainment licences, including music performances and alcohol
Passports, visas, and immigration
Running of public services, such as the NHS
Criminal law
Law regulating universities and state schools
Human rights
Prisons and the prison service
Welfare benefits

In the legal system of the Islamic Republic of Iran, the concept of public rights is connected with a set of collective values, interests, and expediencies whose protection is considered necessary for securing the order, security, and welfare of society. The Constitution, in various principles, particularly Article 24, presents public rights alongside Islamic principles as a legitimate limitation on certain freedoms and thereby emphasizes the need to establish a balance between individual freedoms and public interests. This concept, in addition to individual rights, includes values such as public order, national security, public interests, and the common good. Within the framework of good governance, the protection of public rights requires governmental accountability, the rule of law, and the guarantee of the rights of the nation. E-government can also create the basis for the more

effective realization of public rights and the rights of the nation by increasing transparency, providing equal access to public services, and protecting citizenship rights ([Bahadori Jahromi, 2021](#)).

2.9. *Public Services*

Public services refer to activities that are necessary for meeting the needs and public interests of society and that the government is directly responsible for providing and managing, or for supervising. These services include areas such as education, health, social security, registration affairs, and economic services. Public services are based on principles such as equality, continuity, adaptability to the needs of society, and the priority of public interests, and they may be provided by the government, with the participation of the non-governmental sector, or under governmental supervision. In Iranian administrative law, based on constitutional principles, the provision of public services is also considered one of the most important duties of the government ([Abbasi Lahiji, 2021](#); [Emami & Ostovar Sangari, 2021](#); [Hajzadeh, 2014](#); [Tabatabaei Motameni, 2021](#)).

2.10. *Public Interest*

Public interest means the benefit, advantage, and expediency created for all members of society. This concept stands in contrast to private interest and may include material, spiritual, economic, social, political, and cultural dimensions. In other words, anything that, regardless of individual characteristics, leads to the benefit or welfare of society is considered part of the public interest ([Hajzadeh, 2014](#); [Moein, 2007](#)). Public interest is a broader concept than public services, because public services constitute only part of the public interest, usually provided by the state or under the rules of public law in order to meet the essential needs of society. By contrast, public interest may include matters that are beneficial to society but are not necessarily essential or continuous. Moreover, public services are subject to principles such as continuity, equality, and adaptability, whereas not all activities related to the public interest possess such characteristics ([Hajzadeh, 2014](#); [Mousazadeh, 2021](#)).

In terms of the method of provision, public interests may be created by three sectors: the public sector, such as the creation of public transportation infrastructures; the public and private sectors jointly, such as the construction and operation of certain service centers; and the private sector and public-benefit activities that are carried out with the aim of benefiting society ([Hajzadeh, 2014](#)).

Paul T. Heyne shows in his analysis that public interest sometimes conflicts with private interest. For example, a landowner may be able to sell land at the highest price, but if he determines that another use of the land would be more beneficial to society, he may prefer the public interest over personal profit. This issue shows that determining the public interest is not always simple and may be accompanied by different interpretations ([Heyne, 1968](#)).

John Dewey does not regard public interest as a fixed and absolute concept, but considers it dependent on social and historical conditions. From his perspective, public interest is formed through public participation, public dialogue, consultation, and social learning. Dewey identifies three main characteristics of public interest: public interest depends on specific conditions and context and is not a universal and fixed concept; the role of society and citizen participation in its formation is of fundamental importance; and identifying public interest may involve disagreement and conflict, but the process of democratic dialogue can help discover common interests ([Dewey, 1927](#)). Dewey's view was later confirmed by scholars such as DiSalvo and Le Dantec. They believe that society can find solutions to public issues and form common interests through the exchange of ideas, participation, and collective dialogue ([Le Dantec & DiSalvo, 2013](#)).

2.11. *Fundamental Rights*

Today, the concept of “fundamental rights” has gained a special place in the legal systems of countries such as Germany, Spain, and France; however, in Iranian legal literature, terms such as “human rights” and “public rights and freedoms” are more commonly used. Fundamental rights refer to rights whose existence is necessary for preserving human personality and individuality, and whose absence leads to their decline ([Gorji Azandaryani, 2015](#)). Writers distinguish between the “formal”

and “substantive” definitions of these rights. The formal definition relies on the explicit recognition of a right as a fundamental right, while the substantive definition is based on criteria such as human dignity and individual autonomy. The scope and degree of strength of fundamental rights differ across legal systems. Nevertheless, these rights usually express principles related to human dignity and personal freedom, formulated as general rules and recognized by the legislature or courts on the basis of the constitution (Mak, 2008).

3. Methodology

The present study is applied in terms of its objective, because by examining the advantages and functions of e-government in enhancing the efficiency of public administration and protecting public rights, it seeks to provide findings that can be used in reforming and improving administrative processes, enhancing the quality of public services, and strengthening mechanisms for the protection of public rights. In terms of nature and method, this research is descriptive–analytical and examines the various dimensions of e-government and its effects on the public administration system through a legal approach. In this study, while explaining the theoretical and legal foundations of e-government, its role in improving the efficiency of executive agencies, facilitating the provision of public services, increasing transparency, strengthening accountability, and supporting public rights is examined and analyzed. Data collection was conducted through the library method, and the sources used included books, scientific articles, theses, valid documents and reports, domestic and international laws and regulations, and other sources related to e-government, public law, and administrative law. The collected data and information were examined through qualitative content analysis, and the concepts, principles, and propositions related to the research topic were extracted, classified, and interpreted. The dominant approach of the research is interdisciplinary and based on public law, administrative law, and public management studies; this means that e-government is not considered merely as an administrative technology, but is evaluated as an instrument for enhancing the efficiency of public administration and realizing the fundamental objectives and principles of public law. Within this framework, principles such as the rule of law, transparency, accountability, administrative justice, equal access to public services, preservation of the public interest, and protection of citizens’ rights and freedoms have been used as the basis of analysis and evaluation. Finally, the method of reasoning in this research is based on logical–legal analysis, and an attempt is made to explain and evaluate the role of e-government in enhancing the efficiency of public administration and protecting public rights by examining its advantages, capacities, and challenges.

4. Results and Findings

4.1. *The Role of E-Government in Enhancing the Efficiency of Public Administration*

The provision of public services requires the creation of efficient communication and executive platforms among these actors. The findings of the study show that e-government, by providing platforms based on information and communication technologies, makes it possible to carry out a significant part of administrative interactions and services in electronic and web-based environments. This leads to the acceleration of administrative processes, the reduction of costs, increased accuracy in service delivery, and improved citizens’ access to public services. Moreover, the integration of interactions among government, citizens, businesses, and other public institutions through e-government provides the basis for improving the efficiency of public administration, increasing transparency, and strengthening the accountability of executive institutions. Accordingly, e-government can be considered one of the most important modern instruments for improving the performance of public administration and providing more effective support for public rights. The interaction between e-government and public administration is presented in Table 4.

Table 4. Interaction between “E-Government” and “Public Administration”

E-Government Constituents	Financial Services	Land Resources	Justice	Transportation	Community Services	Human Services
Citizens	College scholarships	National parks	Law enforcement	Driver licenses	Post offices	Consumer safety
Businesses	Loans and grants	Water conservation	Control cybercrime	Regulate trucking	Worker training	Safety standards

Employees	Payroll processing	Execute transfers	Report violations	Provide transportation	Support community groups	Evaluate standards
Governments	Budget creation	Land transfers	Public safety	Regulate trade	Flood recovery	Military bases

The findings of the study show that e-government has brought about a fundamental transformation in the structure and functioning of public administration and has changed the environment of public service delivery, executive methods, and relations among the components of the administrative system. Although determining the final limits of these effects is difficult because of the continuous dynamism of technology and the administrative system, the effects of e-government can be examined in four main areas: the provision of citizen-centered services, the transformation of information into a public and accessible resource, the creation of new organizational skills and relations, and the strengthening of accountability and new managerial models. Together, these transformations lead to increased efficiency in public administration, improved service quality, greater transparency, and more effective protection of public rights.

4.2. *The Effect of E-Government on Citizen-Centered Services*

The results of the study indicate that e-government plays an important role in enhancing the efficiency of public administration by strengthening the citizen-centered approach. The analysis of sources shows that the use of electronic platforms facilitates citizens' access to public services and improves the quality, speed, and convenience of service delivery (European, 2007; Gupta, 2008). From the perspective of public law, citizen-centeredness in e-government causes administrative structures to focus more than before on citizens' needs and demands. While increasing public satisfaction, this also provides the basis for improving transparency, accountability, and citizen participation in administrative processes. Therefore, e-government can be regarded as an effective instrument for improving the relationship between government and citizens and, consequently, for enhancing the efficiency of public administration and protecting public rights.

4.3. *The Effect of E-Government on the Field of Information*

The results of the study indicate that one of the most important functions of e-government in public administration is transforming information into a strategic resource for decision-making, service delivery, and public governance. The analysis of sources shows that the digitalization of information and the possibility of collecting, processing, sharing, and analyzing data increase transparency, improve coordination among public institutions, and enhance the quality of administrative decisions (Brown, 2005). From the perspective of public law, efficient information management provides the basis for better citizen access to public information, strengthening the accountability of administrative institutions, and delivering services that are more consistent with the needs of society. Moreover, the protection of citizens' personal and commercial information, alongside administrative transparency, is one of the fundamental requirements of e-government. Therefore, it can be concluded that information management and governance within the framework of e-government play an important role in increasing the efficiency of public administration, enhancing public trust, and protecting citizens' rights.

4.4. *The Effect of E-Government on New Skills and Relations*

The results of the study indicate that e-government, in addition to transforming the provision of public services, has led to the formation of new skills and relations in public administration. The development of information and communication technologies has transformed the manner of interaction between government, citizens, and other stakeholders and has provided new platforms for communication, participation, and electronic governance (Ambali, 2013; Yildiz, 2007). Public managers must acquire the necessary skills to address ICT applications. This applies to public administrations in general and to the effective management of e-government requirements in particular. The general outline of the e-government training model for public administration can be seen in Figure 3.

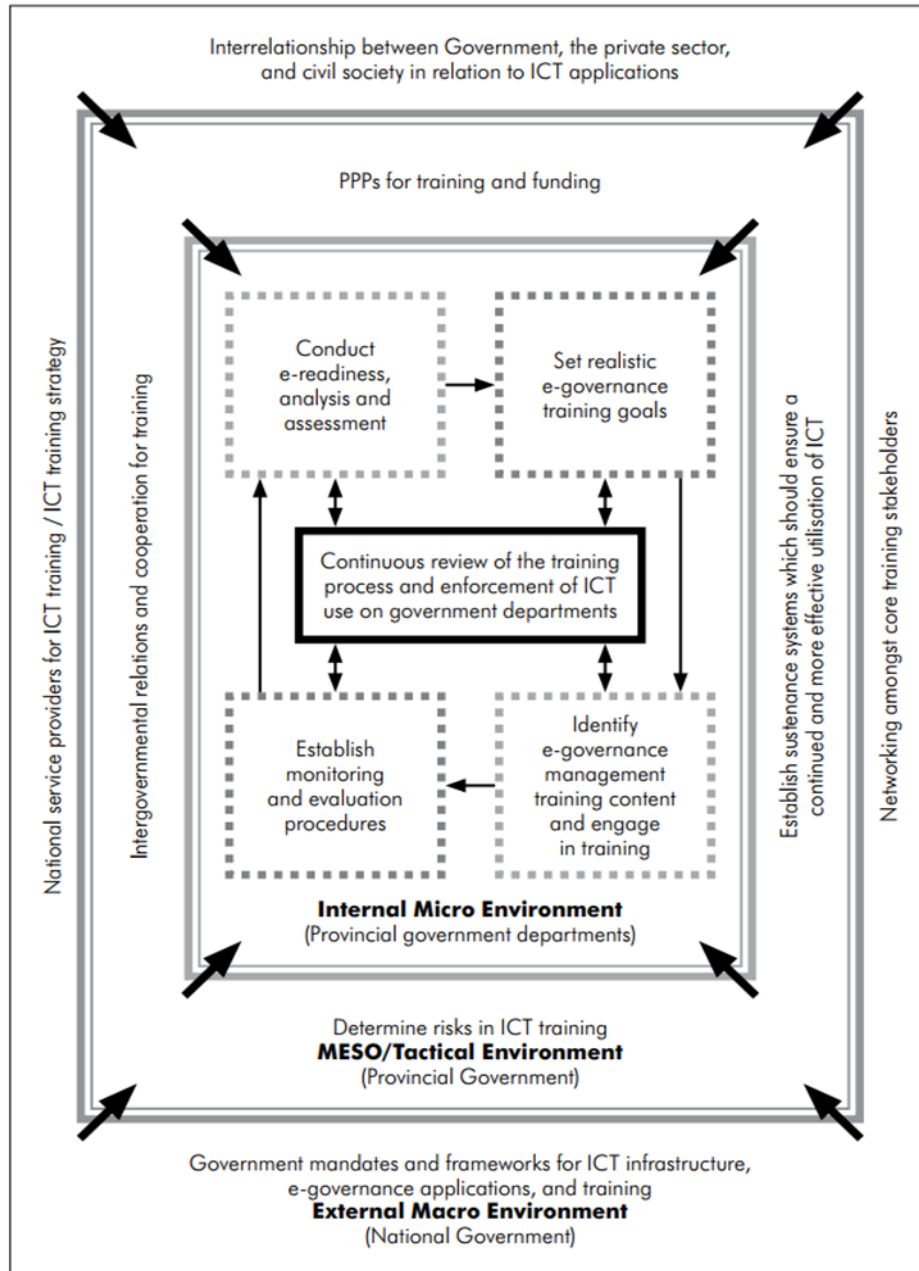


Figure 3. E-Government Training Model for Public Administration

The analysis of sources shows that the success of e-government requires public managers and employees to possess digital skills and the ability to use modern technologies effectively. Within this framework, improving technological knowledge and skills, data management, and the ability to design and implement policies based on information technology are among the requirements for increasing the efficiency of public administration. From the perspective of public law, the development of these skills, in addition to improving the quality of services and administrative decision-making, provides the basis for strengthening citizen participation, increasing accountability, and realizing good governance.

4.5. *The Effect of E-Government on Accountability and Managerial Models*

The results of the study indicate that e-government provides the basis for improving the efficiency of public administration by transforming managerial models and accountability mechanisms. The analysis of sources shows that the use of digital technologies has transformed traditional relations among government, administrative employees, and citizens and has affected transparency, two-way interaction, and greater accountability of public institutions (Brown, 2005). From the perspective of

public law, digital transformation does not merely mean the electronic provision of services; rather, it leads to a reconsideration of management methods, decision-making, and communication with citizens. In this process, broader access to information, the development of electronic participation platforms, and increased interaction between government and citizens strengthen public oversight of the performance of executive agencies. Therefore, e-government can be considered an effective instrument for increasing accountability, improving public governance, and protecting public rights.

4.6. The Role of E-Government in Preserving Public Rights

The results of the study indicate that e-government can function as an effective instrument in preserving and protecting public rights. The analysis of sources shows that one of the most important challenges in the field of public rights is weak coordination among responsible institutions, lack of transparency, limited access to information, and traditional and reactive approaches to identifying and pursuing cases of violation of public rights (Torki & Taghavi, 2024). From the perspective of public law, e-government, by creating integrated information platforms, facilitating citizens' access to information, increasing the transparency of executive agencies' performance, and strengthening public oversight, provides the basis for preventing violations of public rights and improving legal security. Moreover, the integration of data and communications among governmental institutions can reduce duplication and fragmented action among agencies and increase the effectiveness of mechanisms for supporting public rights. Therefore, e-government plays an important role not only in improving the provision of public services, but also in realizing principles such as transparency, accountability, the rule of law, and the protection of public rights.

5. Conclusion and Suggestions

The results of the study showed that e-government is one of the most important instruments for enhancing the efficiency of public administration and protecting public rights in contemporary administrative systems. The use of information and communication technologies, by accelerating administrative processes, reducing costs, improving the quality of public services, and increasing citizens' access to governmental services, provides the basis for improving the effectiveness and efficiency of executive agencies. Moreover, the development of electronic services and the integration of information increase transparency, improve administrative decision-making, strengthen the accountability of public institutions, and enhance citizens' oversight of government performance. The findings also showed that the successful establishment of e-government requires the development of digital skills among public-sector managers and employees and the adaptation of administrative structures to the requirements of the digital environment.

In response to the main research question, the results showed that e-government plays an effective role in increasing the efficiency of public administration and protecting public rights by facilitating access to public services and information, increasing administrative transparency, strengthening accountability, and improving coordination among executive agencies. These findings are consistent with the results of the studies by Alvani, Mohammadian and Vahabzadeh, and Ahangarpour and Hosseini-Fard regarding the improvement of administrative performance, transparency, and good governance (Ahangarpour & Hosseini-Fard, 2009; Alvani & Yaghoubi, 2003; Mohammadian & Vahabzadeh, 2005). At the same time, they show that e-government, beyond being a managerial instrument, can function as a legal mechanism in supporting public rights, improving legal security, and strengthening public oversight of the performance of executive agencies. Accordingly, it is suggested that the development of e-government in the country should be pursued with emphasis on improving administrative transparency, expanding citizens' equal access to public services, strengthening the training and digital empowerment of government employees, and creating integrated systems for information exchange among executive agencies. It is also necessary to strengthen the legal and executive mechanisms required for protecting citizens' data and information, increasing the accountability of public institutions, and facilitating public oversight of the performance of executive agencies. The realization of these measures can, while increasing the efficiency of public administration, provide the basis for more effective protection of public rights and enhance citizens' trust in the administrative system.

Ethical Considerations

All procedures performed in this study were under the ethical standards.

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Conflict of Interest

The authors report no conflict of interest.

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