



## INTERNATIONAL JOURNAL OF MULTIDISCIPLINARY RESEARCH & REVIEWS

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# DIGITAL TRANSFORMATION: CHALLENGES AND OPPORTUNITIES FOR PUBLIC ADMINISTRATION

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**How to Cite the Article:** *Mascara, Ashnor C. (2024). Digital Transformation: Challenges and Opportunities for Public Administration. International Journal of Multidisciplinary Research & Reviews, 3(04), 80-86.*

**DOI Information:** <https://doi.org/10.56815/IJMRR.V314.2024/80-86>

### Keywords

Digital Transformation,  
E-government, Public  
Administration, Digital  
Government

### Abstract

This article examines the complexities of digital transformation in public sector governance. Drawing on recent literature, it explores the challenges faced by government institutions in adopting digital technologies and the opportunities these technologies present for improving public service delivery, citizen engagement, and administrative efficiency. The study synthesizes findings from empirical research, case studies, and theoretical frameworks to provide a comprehensive overview of the current state of digital government initiatives and their implications for public administration. The digital advancement of governance presents great potential and challenges in public administration. New technologies must be introduced for digital transformation. Factors enabling benefits include enhancing delivery system efficiency, increasing service accessibility, and being more responsive through data-oriented policy-making. Governments must use digital technologies without sacrificing public sector values, requiring constant change, flexible governance models, and ethical technology utilization. Integrating technology into governance structures lies in harnessing it towards the creation of public value and the building of democracy in a digital world.

## 1. INTRODUCTION

Advancements or developments have characterized the new century never envisaged in the previous century. Thus, there has been a great positive transformation in the adoption of methods of governance. In most countries, embracing and implementing technology in public sector operations has become useful (Mergel et al., 2019). This radical change will improve how public service is performed, decisions are made, and people relate to their government. However, this transformation exercise has a lot of goals. Nonetheless, finding and striking an appropriate balance amidst developing new ideas in the public sector and upholding existing principles such as accountability, transparency, and even equality remains daunting (Janssen & van der Voort, 2016).

Several important reasons justify, in most cases, a rush toward such digital transformation in good governance. When there are increasing demands from citizens for effective, smooth, and timely services, public administration should promote speed and economy (Gil-Garcia et al., 2018). Governments all over the world including local ones face the problem of how to construct public value with the help of technologies



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such as AI, Blockchain, and IoT (Lindgren et al., 2019). This technological change does not simply focus on the conversion of the present procedures and making them easy to operate. There is a comprehensive loss in systems of governance, structures, and veteran ways of providing public services in the era of information (Fountain, 2019).

This article will surely discuss the way forward in the understanding of digital transformation research within governments looking at various issues such as the challenges as well as the opportunities for public sector organizations and the citizens. It aims to specify and analyze what we regard to be the contexts of effective digital transformation, the existing barriers, and their importance in the development of public administration theory and practice. Besides, this paper will analyze governance structures that are flexible enough to incorporate modern technologies without losing the essential components of a democratic system. By doing so it enriches the debate conversations on how public administration can move to the next level and embrace the ever-evolving technology while keeping the public interest central to its goals.

## 2. LITERATURE REVIEW

### 2.1 Defining Digital Transformation in Government

The phenomenon of digital transformation in government has experienced considerable advancement, moving from e-government to digital government strategies within a timeframe of about two decades. As documented by Mergel et al. (2019), the reconstruction of digital transformation processes includes the understanding that it is a process aimed at changing not only the practices of the government itself but also the core processes and services -- changes that go beyond the lenses of modernization of existing approaches. Based on expert interviews, their research demonstrates the communicative nature of digital transformations in terms of technology, organization, and culture.

In this case, it should be mentioned that the difference between e-government and digital government defines the limits of the phenomenon of digital transformation and what it encompasses. Meijer and Bekkers (2015) present an e-government metatheory that contains different facets giving clarity to such concepts. They point out that even though e-governance was often the process of transferring existing processes to the electronic medium (also called processes), digital governance is more of a new way to govern in the digital world. The adoption of new technologies will change how things are done by not only making things available but also changing the decision-making structure, how organizations behave, and how the citizens relate to the government.

Digital transformation in government brings the fastest, most efficient, and best engagement services to its citizens. It comprises various metrics and strategies such as open data platforms, mobile phones, and advanced information technology. Yet, as Fountain (2019) stresses, there are limits to this organizational and institutional transformation due to factors such as bureaucracies; hence the need for the timeliest discourse of digital transformation theory, not in its simplistic knowledge embedded in technology.

### 2.2 Challenges in Digital Government Implementation

The challenges related to adopting the digital government pervade the organizational, technical, and social spheres. In evaluating such a phenomenon, Fountain (2019) explores what she terms the ‘wicked’ digital transformation in government and the articulation of technology, institutions, and people. Her research captures this struggle of fitting technology within the rigid bureaucratic systems that are in existence hence resulting in backlashes and failure of the solutions.

Organizational and cultural factors are indeed dominant impediments in the reasons why change is needed. Corydon et al. (2016) identify several key – but lightly defined – challenges, including walled organizational divisions, hesitant organizational cultures, and insufficient degrees of digital competence among public sector employees. Their research indicates that for the transformations to be successful, information

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technologies are not enough, rather, the paradigms of the organization and its activities have to be changed as well.

Such issues include problems of a technical and infrastructural nature. These include outdated systems, issues of integration, and the rapid evolution of technologies, which are all factors that have been known to slow progress and cause enormous expenditure to governmental agencies. Besides, as Desouza and Jacob (2017) argue, the growing adoption of ICT engenders greater risks concerning data privacy, security of information, and misuse of citizens' information. However, the extent of these challenges is more pronounced in the context of big data and AI applications in the public sector, where the benefits can be very high, and risks to privacy and other civil liberties are also severe.

### **2.3 Opportunities and Potential Benefits**

There are numerous possibilities available for the improvement of public service delivery and citizen engagement thanks to digital transformation. Twizeyimana et. al. (2019) provides a good evaluation of the public value of e-governance indicating what makes such e-governing effective in serving the populace through enhancing service delivery, involving people, and promoting open government. They stress the usefulness of digital instruments in making government services more agile and focused on the public's expectations and uses.

There are great opportunities for enhancing efficiency and effectiveness through the introduction of technology in government. Panagiotopoulos et al. (2019) also deals with the wider implications of digital transformation for the extent of bureaucracy where too many rules become excessive costs and result in inefficiencies. Their analysis aims to demonstrate the effectiveness of technologies such as RPA and AI in minimizing and streamlining ordinary work processes which can internalize the basic tasks that are to be done by human beings engaging in core work.

The use of data to make informed choices is yet another dimension explored by digital transformation. Gasco-Hernandez and Gil-Garcia (2018) study the influence of data and technology in local governments regarding the deployment of appropriate public policies. Their research points out that there is the possibility of utilizing the essence of big data analytics and the Internet of Things (IoT) technologies to understand complex urban problems and act on a point when the issue is resident to better outcomes after action on such challenges. Still, they also warn that the disappearance of the need for such benefits does not come with the implementation of technical aspects only, but new structures of governance and data management also come into play.

### **2.4 Adaptive Governance Models**

Li and a couple of colleagues suggest that these rapid developments are changing four paradigmatic elements: dimensions of public policy tools, governance processes, design of democracy, and policymaking by the bureaucracy. Moreover, LOUVET Teo argues that numerous digital tools have broadened the citizens' menu of participative channels available to them. To do this new competent professional must strive to achieve democratic governance in the digital era.

Adaptive governance models emerge in response to governance complexity in society. In light of such studies, Gil-Garcia et al. delve into both, the theory and the practice of digital government and public management: how they interrelate and what is missing for their effective functioning. In their findings, it is emphasized that the adoption of digital solutions is not sufficient degree to enhance the existing business, new competence development, flexible networks, and effective leadership are required.

The adoption of adaptive governance models brings difficulties, including the requirement to circumvent the

already in positions out of their structures and legal arrangements. Nonetheless, as Zuurmond and Steinhaus (2019) show in their case study of a Norwegian public service innovation lab, such models can engender a culture of experimentation and continuous improvement which is necessary to keep up with technological advancements and changing citizen demands.

### 3. METHODOLOGY

This research combines a systematic literature review with attempts to understand the existing knowledge on the issues of digital transformation in governance. It systematically searched for peer-reviewed journals, government reports, and published articles of the think tanks that could be retrieved within 10 years (2014-2024). The key search phrases were 'Digital transformation', 'e-government', 'digital governance', and 'Innovation in the public sector'. The inclusion criteria were measurable studies, concepts, or case studies that addressed the issues, prospects, or measures for the attainment of digital transformation within the public administration domain. The relevant absorbed literature was coded and analyzed by the interpretation of the dominant themes as well as problems and solutions found in the literature. Such methodology helps to offer the current picture of technology trends in governance concerning the operative culture and other external factors prevalent in any organization or country.

### 4. RESULTS AND DISCUSSION

#### 4.1 Current State of Digital Transformation in Government

Based on the current literature, this paper notes a global tendency to the level of electronic government services, although the extent of this integration will no doubt differ within different regions and levels of government (Wirtz & Daiser, 2018). There is notable political will in developed countries, especially in North America, about the management of e-government programs through the adoption of policy frameworks (Meijer & Bekkers, 2015). These range from filing one's taxes via the Internet and setting up national electronic identity systems to opening up government information sources online and improving active citizen participation and interaction with the government (Bertot et al., 2016). On the other hand, most of the developing economies are still grappling with poverty preventing them from putting in place sufficient first- and second-generation relevant e-government platforms (Gasco-Hernandez & Gil-Garcia, 2018).

Implementation of e-governance takes place in different stages; thus, varying factors affect each stage. For example, e-Estonia is one such project in Europe that caters to all the e-services provided by the different e-Government departments where citizens do not have to visit the government offices for any services (Mergel et al., 2019). In the same breath, coordination between the various government departments in a nation leads to the formation of what is known as the Smart Nation initiative, while improving the delivery of services to the people (Corydon et al., 2016). The above case studies do illustrate that without strong political will, long-term planning, and sufficient resources in terms of infrastructure, changes cannot be achieved in the way government services are offered, hence the need for such initiatives (Janssen & van der Voort, 2016).

#### 4.2 Key Factors Influencing Digital Transformation Success

The crucial components in a digital transformation process are found to be leadership in the organization and organizational culture (Mergel et al., 2019). In many advanced democracies in which digital transformation has succeeded, support for innovation has been strong at all levels of government; there has been a developed appetite for taking risks and there is an entrenched culture of trial-and-error learning (Corydon et al., 2016).

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It makes sense that the successful transformation of the public sector does not merely rely on orders from above but is more dependent on the initiatives of lower-level public servants, at various levels of government, who are being developed and trained to realize the need for 'change' and are seeking to bring it about (Fountain, 2019).

The technological infrastructure and competencies are critical factors for the success of the digital transformation (Gil-Garcia et al., 2018). This is because countries that have high-speed internet and advanced cyber security are likely to offer advanced digital government services. Nevertheless, the literature also highlights that such technology does not stand alone; there is also a dire need for personnel with digital knowledge in the public service sector (Desouza & Jacob, 2017). One of the issues faced by governments today is how to recruit and retain people with tech skills when the private sector is also on the hunt for these individuals. Digital transformation initiatives that have worked have been those that have leaned on the private sector as well as academia to solve this skill shortage (Panagiotopoulos et al., 2019).

### 4.3 Emerging Technologies and Their Impact

Artificial Intelligence (AI) and Machine Learning (ML) are fast becoming common tools in the administration of public services with use cases that include the use of chatbots for citizen queries and deploying predictive analytics for shaping policies (Desouza & Jacob, 2017). The literature points to the advantages and ethical issues that these technologies present. It has been observed that while there are improvements in the efficiency and individualization of the services as a result of AI, the issue of engineered bias and a lack of transparency remains a problem in the trust and accountability of the public (Cordella & Tempini, 2015).

Governments are assessing blockchain technology's potential, in particular, to improve their accountability and effectiveness in service delivery, particularly in identity management, supply chain coordination, and e-voting system management (Lindgren et al., 2019). Several countries like Sweden, Dubai, and the US have briefly tried using such systems with different results. Some of the literature on the subject reports however that while blockchain holds promise for revolutionizing governance, deploying the technology is still beset with issues of scaling up, energy use, and interconnection with other devices (Panagiotopoulos et al., 2019). On the other hand, IoT assets are driving the 'smart' city concept experimentation, enabling the collection and analysis of data on cities for better management (Gasco-Hernandez & Gil-Garcia, 2018). Nevertheless, the increasing use of such IoT deployment brings about issues of privacy and security of data which means that these technologies have to be governed properly (Twizeyimana & Andersson, 2019).

## 5. IMPLICATIONS AND RECOMMENDATIONS

### 5.1 Implications for Public Administration Theory and Practice

The impact of the information age on the data collection and execution methods of the government administrative apparatus is more than superficial, for political science and administration practice, and, in particular, public administration. Leadership models, which are hierarchical and bureaucratic used to be the doctrine but in this digital age, the concern for quickness and reaction to changes has overtaken this. There is a growing literature that calls for a transformation in governance from following a more bureaucratic and hierarchical approach to more flexible networks, as boundaries between state, civil society, and citizens become porous. This shift calls for the conceptualization of primary public administration domestication concepts such as governance design, citizen accountability and responsiveness, and transparency, amongst others within this realm of cyber-age public administration.



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Further, there is a growing concern about the nature of public sector expertise and the extent of public reason in governance in an environment where there's increasing use of data and there's the leverage of algorithms in the making of government decisions. However, there is always a great danger therefore of policy-making being evidence-based but therefore rendering certain critical changes dependent on “black boxed” decision makers who may off-automate the apparatus. These theories must be developed in parallel with the practice and address the reality of new technologies that promise efficiency but also a level of functionality and democracy around it.

## **5.2 Recommendations for Policymakers and Public Managers**

The dynamic landscape of 3D printing in concrete construction has undergone significant transformations, marked by advancements, challenges, and a growing understanding of the technology's potential. As we conclude this review, it is evident that 3D printing is poised to revolutionize the construction industry. The exploration of the state-of-the-art technologies, challenges, and opportunities in 3D printing for concrete construction reveals a promising yet evolving field. The precision achieved in printing, integration of robotics, and innovative materials showcase the technology's immense potential. However, challenges such as speed, scalability, and compliance with regulatory standards must be effectively addressed to ensure the widespread adoption of 3D printing in the construction sector.

## **6. CONCLUSION**

The future of 3D printing in concrete construction holds exciting possibilities. Advancements in printer design, driven by innovations in nozzle technology and automation, will likely continue to enhance the efficiency and accuracy of the printing process. Collaborative research initiatives and partnerships between academia, industry, and regulatory bodies will play a pivotal role in overcoming challenges and promoting innovation. Further research is needed to explore and optimize sustainable materials for 3D printing, addressing environmental concerns and aligning with global sustainability goals.

## **7. AUTHORS CONTRIBUTION**

The authors agreed to have no connections or engagements with any group or body that provides financial and non-financial assistance for the topics and resources covered in the article.

## **8. ACKNOWLEDGEMENT**

Individuals / resources participated in the work are acknowledged properly.

## **9. SOURCES OF FUNDING**

The authors received no financial aid to support the study.

## **10. PLAGIARISM POLICY**

The authors declare that any kind of violation of plagiarism, copyright, and ethical matters will be handled by all authors. Journalists and editors are not liable for the aforesaid matters.

## **11. CONFLICT OF INTEREST**

The authors declared that no potential conflicts of interest concerning the research, authorship, and/or publication of this article.



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