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IMPACT OF DIGITALIZATION IN PUBLIC ADMINISTRATION – A STUDY

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Abstract: *Digitalization has emerged as a significant instrument for transforming public administration by improving administrative efficiency, transparency, accountability, accessibility, and citizen participation. The integration of information and communication technologies into government institutions has changed the delivery of public services, management of public records, implementation of welfare programmes, and interaction between citizens and government authorities. In India, initiatives such as Digital India, Aadhaar-enabled services, Direct Benefit Transfer (DBT), UMANG, DigiLocker, and online public grievance systems illustrate the growing role of digital technologies in governance.*

This paper examines the impact of digitalization on public administration, focusing on its benefits, limitations, and implications for administrative reforms in India. It discusses the role of digital platforms in reducing procedural delays, improving service delivery, strengthening financial accountability, and promoting citizen-centric governance. It also examines challenges associated with the digital divide, cybersecurity, data privacy, digital literacy, and institutional capacity. A quantitative field-study framework is included to demonstrate how citizens' experiences with digital public services can be presented through tables, percentages, and statistical analysis. The proposed field-study figures are illustrative and are not presented as actual survey findings. The paper concludes with recommendations for inclusive, secure, transparent, and accountable digital governance.

Keywords*: Digitalization, public administration, e-governance, Digital India, transparency, accountability, public service delivery, digital inclusion*.

Introduction

Public administration plays a central role in implementing government policies, maintaining public order, delivering essential services, and promoting social and economic development. Traditionally, administrative systems have depended heavily on paper-based records, physical applications, face-to-face interactions, and hierarchical decision-making. Although these methods remain necessary in certain contexts, they can result in delays, duplication of work, high administrative costs, and difficulties in accessing government services.

Digitalization refers to the adoption and integration of digital technologies into administrative processes, institutional operations, decision-making, and public service delivery. It involves more than converting paper documents into electronic formats. It also includes redesigning administrative procedures, integrating government databases, automating routine tasks, enabling online transactions, and using data to improve public policy and decision-making.

The development of e-governance has created new opportunities for governments to provide services more efficiently and communicate with citizens more directly. Through digital platforms, citizens can access certificates, submit applications, pay taxes, obtain information about welfare schemes, track applications, and register grievances without necessarily visiting government offices.

In India, digitalization has become an important component of administrative modernization. The Digital India programme, launched in 2015, seeks to strengthen digital infrastructure, improve the availability of government services electronically, and expand digital empowerment. Initiatives such as DigiLocker, UMANG, Aadhaar-enabled services, and Direct Benefit Transfer have contributed to the expansion of technology-supported governance.

However, digitalization does not automatically guarantee better administration. Its success depends on reliable infrastructure, accessible interfaces, administrative capacity, appropriate legal safeguards, data protection, and citizens' ability to use digital services. Therefore, a comprehensive assessment must examine both its positive outcomes and its potential limitations.

Statement of the Problem

Despite considerable progress in the adoption of digital technologies, public administration continues to face challenges relating to procedural delays, limited transparency, unequal access to services, inadequate digital literacy, and administrative inefficiencies.

Digital platforms may reduce the need for physical visits and improve the speed of service delivery. Nevertheless, citizens without reliable internet access, suitable devices, digital skills, or language support may experience additional difficulties. Similarly, technical failures, cybersecurity threats, fragmented databases, and inadequate grievance redressal can undermine public confidence.

The central problem addressed in this paper is whether, and under what conditions, digitalization improves the efficiency, transparency, accountability, accessibility, and citizen satisfaction of public administration in India.

Review of Literature

The literature on digital governance emphasizes that technology can improve administrative performance when supported by institutional reform, effective leadership, and citizen-oriented service design.

Max Weber's bureaucratic theory: Weber's emphasis on formal rules, defined responsibilities, and systematic record-keeping provides a useful framework for understanding how digital systems can strengthen consistency and procedural administration. However, excessive reliance on automated procedures can also create rigidity.

New Public Management: This approach emphasizes efficiency, performance measurement, service quality, and results-oriented administration. Digital technologies can support these goals through workflow automation, online service delivery, and administrative performance monitoring.

Digital-era governance: Dunleavy and colleagues highlighted the potential of digital technologies to reintegrate public services, reorganize administrative processes around citizens' needs, and improve the use of information across government institutions.

United Nations e-government research: UN assessments examine online service delivery, telecommunications infrastructure, and human capacity as important dimensions of e-government development. These dimensions demonstrate that digital governance requires both technological infrastructure and institutional readiness.

OECD digital government principles: OECD research emphasizes user-driven services, data-informed decision-making, digital-by-design administration, openness, and the integration of public services.The literature broadly suggests that technology is an enabling instrument rather than an independent solution. Its administrative impact depends on the quality of implementation, the institutional environment, and the inclusion of citizens who face digital barriers.

Objectives of the Study

The main objective is to examine the impact of digitalization on public administration in India. The specific objectives are:

1. To examine the role of digital technologies in improving administrative efficiency.
2. To assess the impact of digitalization on transparency and accountability.
3. To study citizens' accessibility to digital public services.
4. To examine the relationship between digital literacy and the use of e-governance services.
5. To identify the major challenges associated with digital public administration.
6. To suggest measures for strengthening inclusive, secure, and citizen-centric digital governance.

Research Questions

The study seeks to answer the following questions:

- Does digitalization reduce delays in public service delivery?
- Does the use of online government services improve transparency and accountability?
- How does digital literacy influence citizens' use of digital public services?
- What barriers prevent citizens from accessing online government services?
- What administrative reforms are necessary to maximize the benefits of digitalization?

Research Methodology

Research design

The study adopts a descriptive and analytical research design. It combines a review of published literature with a proposed quantitative field survey to examine citizens' experiences with digital public administration.

Sources of data

Primary data: A structured questionnaire administered to citizens who have experience using digital government services.

Secondary data: Government reports, policy documents, academic publications, and reports issued by international organizations such as the United Nations and the OECD.

Sample size and sampling method

For the proposed field study, a sample of 300 respondents selected from Nalgonda district of Telangana State to demonstrate the presentation of survey findings. Respondents include municipal services, revenue administration, public distribution systems, welfare schemes, online certificates, and grievance-redressal platforms.

A stratified sampling method used to include respondents from different age groups, educational backgrounds, income categories, and rural and urban areas.

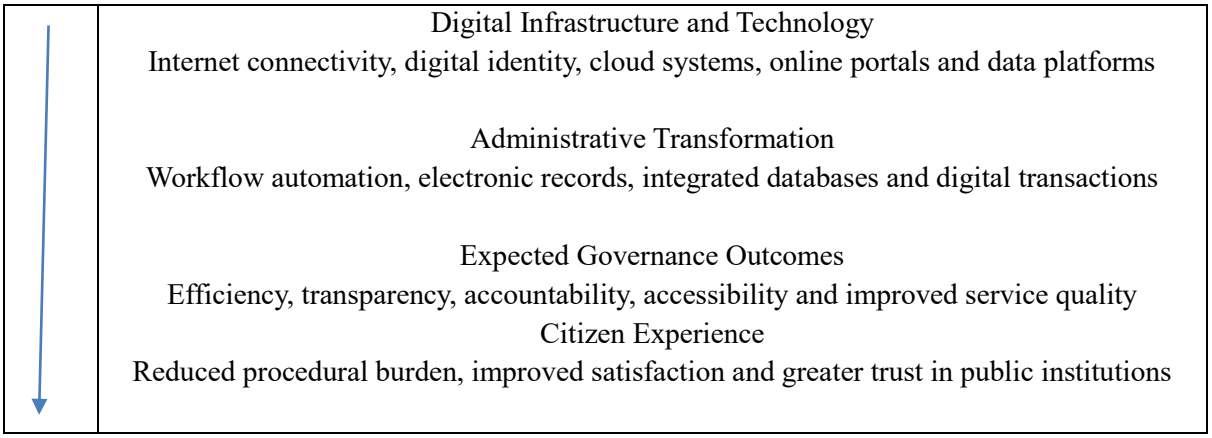
Tools of data analysis

The following methods are suitable for the study:

- Frequency and percentage analysis.
- Cross-tabulation of selected variables.

Conceptual Framework

Digitalization affects public administration through a sequence of interconnected processes.



The framework assumes that the positive effects of digitalization depend on the availability of infrastructure and the capacity of government institutions to use technology effectively. The relationship should be examined empirically rather than treated as automatically causal.

Impact of Digitalization on Public Administration

Improvement in administrative efficiency

Digitalization can reduce paperwork, repetitive data entry, physical record storage, and manual processing. Online applications and automated workflows allow officials to track pending cases, allocate responsibilities, and monitor service-delivery timelines.

Electronic records also improve information retrieval and coordination among departments. When properly implemented, these systems can reduce operational costs and allow public officials to devote more time to complex administrative matters.

However, simply transferring a complicated paper-based process to an online portal may reproduce existing inefficiencies in digital form. Administrative procedures must therefore be simplified alongside technological modernization.

Transparency and accountability

Digital platforms can improve transparency by allowing citizens to track applications, receive electronic acknowledgements, examine service requirements, and submit complaints. Digital records also make it easier for supervisory authorities to identify delays and review administrative decisions.

Electronic procurement and online financial transactions can strengthen audit trails and reduce opportunities for unauthorized changes to records. Nevertheless, digitalization alone cannot eliminate corruption. Effective oversight, independent audits, clear responsibility, and accessible grievance mechanisms remain essential.

Accessibility of public services

Online services allow citizens to submit applications and obtain information without necessarily travelling to government offices. This can be particularly beneficial for people living far from administrative centres and for individuals who face mobility constraints.

At the same time, accessibility depends on reliable connectivity, affordable devices, language options, accessible design, and user support. Digital services that exclude people with limited digital skills may increase rather than reduce administrative inequality.

Financial management and welfare delivery

Digital payment systems and electronic benefit transfers can support the timely transfer of welfare benefits and improve the traceability of public expenditure. Digital records can help officials reconcile transactions and identify inconsistencies.

However, errors in beneficiary records, authentication failures, incorrect account details, and technical outages can delay payments or exclude eligible individuals. Alternative verification procedures and prompt correction mechanisms are therefore important.

Citizen participation

Digital grievance portals, online consultations, feedback mechanisms, and public information platforms create additional channels for citizens to communicate with government institutions.

These mechanisms can strengthen participatory governance when authorities respond meaningfully to citizen feedback. Merely collecting online complaints without timely resolution may weaken public trust.

Evidence-based decision-making

Administrative databases and data analytics can help government departments identify service-delivery gaps, monitor development programmes, and allocate resources more effectively. When reliable and appropriately governed, administrative data can support evidence-based policymaking.

Nevertheless, inaccurate data, incompatible databases, biased algorithms, and excessive dependence on automated recommendations can produce unfair decisions. Human oversight and mechanisms for correcting inaccurate records are necessary.

Human resource management

Digital human resource systems can improve attendance monitoring, payroll administration, training records, recruitment management, and performance reporting. Online learning platforms can also support the professional development of public servants.

Successful implementation requires adequate staff training, clear operating procedures, technical support, and a workplace culture that accepts responsible innovation.

The OECD's digital government framework emphasizes digital-by-design administration, data-driven operations, shared government platforms, openness, user-driven services, and proactive service delivery as important dimensions of digital maturity.

Digitalization in the Indian Context

India's experience demonstrates how digital technologies can be incorporated into public service delivery across different levels of government.

1. Digital India: Digital India provides a broad policy framework for digital infrastructure, electronic public services, and digital empowerment. Its administrative significance lies in encouraging government departments to make services more accessible through digital channels.
2. DigiLocker: DigiLocker enables users to access and share supported digital documents. It can reduce dependence on physical document copies and simplify document verification where institutions accept the relevant digital records.
3. UMANG: UMANG provides a common digital access point for a range of government services. Integrated access can reduce the need to navigate separate departmental websites, although service availability and user experience vary.
4. Direct Benefit Transfer: Direct Benefit Transfer uses electronic payment channels to transfer eligible benefits to beneficiaries. It can improve payment traceability, but its effectiveness also depends on accurate beneficiary information and accessible grievance redressal.
5. Common Service Centres: Common Service Centres can help citizens access online government services through assisted service-delivery facilities. They are particularly relevant to people who lack personal devices, reliable connectivity, or confidence in completing online procedures independently.

These initiatives illustrate different dimensions of digital administration: service integration, document management, financial transfers, and assisted access. Their effectiveness should be assessed through measurable outcomes such as processing time, service completion rates, cost to citizens, error rates, and satisfaction.

The United Nations E-Government Survey 2024 identifies the importance of digital infrastructure, digital literacy, legal digital identity, data governance, and effective citizen participation in achieving inclusive digital government.

Field Study: Analysis and Interpretation of Data

The following tables demonstrate how digitalization in public administration using by sample 300 respondents.

Table 1. Socio-Demographic Profile of Respondents

Socio-demographic variable	Number	Percentage
Age group		
18–30 years	75	25.0%
31–45 years	105	35.0%
46–60 years	75	25.0%
Above 60 years	45	15.0%
Total	300	100.0%
Educational qualification		
No formal education	30	10.0%
Primary education	60	20.0%
Secondary education	90	30.0%
Higher secondary	60	20.0%
Graduate and above	60	20.0%
Total	300	100.0%

Source: Field Study.

Table 1 presents the socio-demographic profile of 300 respondents based on age and educational qualification. The majority of respondents, 105 (35%), belong to the 31–45 years age group. A total of 75 respondents (25%) are aged 18–30 years, while another 75 respondents (25%) fall within the 46–60 years age group. The remaining 45 respondents (15%) are above 60 years of age. These findings indicate that the largest proportion of respondents belongs to the economically active middle-age group.

The highest proportion of respondents, 90 (30%), have completed secondary education. Primary education and higher secondary education account for 60 respondents each (20%). Similarly, 60 respondents (20%) are graduates or hold higher qualifications. Only 30 respondents (10%) have no formal education. The findings indicate that most respondents have received some level of formal education, which may influence their ability to understand and use digital public services effectively.

Table 2. Awareness of Digital Public Services

Awareness level	Number	Percentage
Highly aware	60	20.0%
Moderately aware	120	40.0%
Slightly aware	75	25.0%
Not aware	45	15.0%
Total	300	100.0%

Source: Field Study.

Table 2 illustrates the level of awareness of digital public services among the 300 respondents. The majority, 120 respondents (40%), are moderately aware of digital public services. Another 75 respondents (25%) are slightly aware, while 60 respondents (20%) are highly aware. However, 45 respondents (15.0%) are not aware of these services.

The findings reveal that 60% of respondents have only moderate or slight awareness of digital public services, whereas 20% demonstrate a high level of awareness. The 15% who are entirely unaware indicate the need for greater public awareness campaigns, digital literacy programmes, and community-level guidance to improve knowledge of available online government services.

Table 3. Frequency of Using Digital Public Services

Frequency of use	Number	Percentage
Frequently	90	30.0%
Occasionally	120	40.0%
Rarely	60	20.0%
Never	30	10.0%
Total	300	100.0%

Source: Field Study.

Table 3 presents the frequency with which respondents use digital public services. The largest group, consisting of 120 respondents (40%), uses these services occasionally. Meanwhile, 90 respondents (30%) use them frequently. A total of 60 respondents (20%) use digital public services rarely, while 30 respondents (10.0%) have never used them.

The findings indicate that 70% of respondents use digital public services either frequently or occasionally. However, only 30% use them frequently, suggesting that regular engagement with digital platforms remains limited. The 30% who use these services rarely or never may face barriers such as inadequate digital skills, poor internet connectivity, or difficulties navigating online portals. Therefore, improving accessibility, user-friendliness, and digital literacy is essential to encourage more consistent use of digital public services.

Table 4. Perceived Impact of Digitalization on Administrative Efficiency

Respondents' opinion	Number	Percentage
Highly improved	75	25.0%
Moderately improved	135	45.0%
No significant change	60	20.0%
Worsened	30	10.0%
Total	300	100.0%

Source: Field Study.

Table 4 examines respondents' perceptions of the impact of digitalization on administrative efficiency. The majority, 135 respondents (45%), report that administrative efficiency has moderately improved. Another 75 respondents (25%) believe that it has highly improved. However, 60 respondents (20%) report no significant change, while 30 respondents (10%) feel that administrative efficiency has worsened.

Overall, 70% of respondents perceive an improvement in administrative efficiency due to digitalization. This suggests that digital public services may have contributed to faster service delivery, reduced paperwork, and greater convenience in accessing government services. Nevertheless, 30% of respondents report either no significant change or a deterioration in efficiency. This highlights the need to address technical difficulties, delays in online processing, and limitations in service delivery to ensure that the benefits of digitalization reach all sections of society.

Table 5. Perceived Impact on Transparency and Accountability

Respondents' opinion	Number	Percentage
Significantly improved	66	22.0%
Moderately improved	126	42.0%
No significant change	72	24.0%
Worsened	36	12.0%
Total	300	100.0%

Source: Field Study.

Table 5 presents respondents' opinions regarding the impact of digitalization on transparency

and accountability in public administration. A total of 126 respondents (42%) report moderate improvement, while 66 respondents (22%) indicate significant improvement. In contrast, 72 respondents (24%) observe no significant change, and 36 respondents (12%) believe that transparency and accountability have worsened.

The findings indicate that 64% of respondents perceive an improvement in transparency and accountability through digitalization. Online platforms can help make information more accessible, improve the tracking of applications, and reduce opportunities for arbitrary decision-making. However, 36% of respondents report either no improvement or a negative impact. This suggests that digital systems alone may not guarantee transparency and accountability. Effective grievance-redressal mechanisms, data protection, regular monitoring, and timely disclosure of information are necessary to strengthen public trust in digital governance.

Table 6. Major Challenges in Accessing Digital Public Services

Major challenge	Number	Percentage
Poor internet connectivity	60	20.0%
Lack of digital skills	75	25.0%
Technical problems with portals	54	18.0%
Privacy and security concerns	45	15.0%
Language and accessibility barriers	36	12.0%
Lack of timely assistance	30	10.0%
Total	300	100.0%

Source: Field Study.

able identifies the major challenges faced by respondents while accessing digital public services. The most frequently reported challenge is a lack of digital skills, identified by 75 respondents (25%). Poor internet connectivity is the next major concern, affecting 60 respondents (20%). Technical problems with portals are reported by 54 respondents (18%), while 45 respondents (15%) express concerns about privacy and security. Language and accessibility barriers affect 36 respondents (12%), and 30 respondents (10%) report a lack of timely assistance.

The findings reveal that inadequate digital skills are the most prominent barrier to accessing digital public services. Poor internet connectivity and technical problems together account for 38.0% of responses, demonstrating the importance of reliable digital infrastructure and efficient online platforms. Furthermore, privacy concerns, language barriers, and insufficient assistance may discourage people from using these services. Therefore, the government should strengthen digital literacy initiatives, improve internet infrastructure, provide multilingual interfaces, enhance cybersecurity, and establish accessible help centres to ensure inclusive digital governance.

Table 7. Overall Satisfaction with Digital Public Services

Satisfaction level	Number	Percentage
Highly satisfied	60	20.0%
Satisfied	135	45.0%
Neutral	60	20.0%
Dissatisfied	30	10.0%
Highly dissatisfied	15	5.0%
Total	300	100.0%

Source: Field Study.

Table 7 presents the overall satisfaction levels of respondents regarding digital public services. The largest group, 135 respondents (45%), are satisfied with the services. A further 60 respondents (20%) are highly satisfied. Meanwhile, 60 respondents (20%) remain neutral, while 30 respondents

(10%) are dissatisfied and 15 respondents (5%) are highly dissatisfied.

The findings indicate that 65% of respondents express satisfaction with digital public services, suggesting that digitalization has generally produced a positive user experience. However, 20% remain neutral, and 15% express dissatisfaction. These results indicate that although digital public services are widely accepted, improvements are still required in service reliability, accessibility, response time, and user support. Addressing these issues can enhance public satisfaction and encourage greater adoption of digital government platforms.

Major Challenges of Digitalization in Public Administration

Despite its potential benefits, digitalization creates several administrative and social challenges.

1. **Digital divide:** Unequal access to internet connectivity, smartphones, computers, and digital infrastructure can exclude economically disadvantaged communities, rural residents, older people, and persons with disabilities. Equal access requires both digital service availability and practical support for people who cannot use those services independently.
2. **Lack of digital literacy:** Citizens may struggle to complete online forms, upload documents, authenticate their identity, make digital payments, or track applications. Public employees may also require additional training to operate new systems and interpret digital information.
3. **Cybersecurity threats:** Government databases and online portals may be vulnerable to unauthorized access, phishing, ransomware, identity theft, and service disruptions. Security failures can compromise sensitive information and reduce confidence in public institutions.
4. **Data privacy:** Digital administration involves the collection, storage, sharing, and processing of personal information. Weak access controls or unnecessary data collection can create risks for citizens. India's Digital Personal Data Protection Act, 2023, and the Digital Personal Data Protection Rules, 2025, form an important part of the legal framework for personal-data protection.
5. **Resistance to administrative change:** Public servants may resist digital systems because of inadequate training, concerns about changes to established responsibilities, or a lack of technical support. Successful reform requires staff participation, clear responsibilities, and sustained capacity-building.
6. **Technical failures and fragmented systems:** Poorly integrated portals, incompatible databases, server outages, and repeated requests for the same documents can create frustration. A digital service is effective only when the complete administrative process works reliably, including verification, decision-making, and grievance resolution.
7. **Algorithmic bias and excessive automation:** Automated decision-making and artificial intelligence may improve administrative speed, but inaccurate or biased data can produce unfair outcomes. Decisions affecting welfare benefits, licences, entitlements, or legal rights require appropriate human review and accessible procedures for challenging errors.

The United Nations' e-government research highlights the importance of digital leadership, robust infrastructure, data governance, digital literacy, and legal safeguards in managing these challenges.

Major Findings of the Study

1. Administrative efficiency: Digital platforms can simplify routine procedures, reduce paperwork, and improve the monitoring of administrative work.
2. Transparency: Application tracking and electronic records can make administrative processes more visible to citizens.
3. Service accessibility: Online delivery can reduce travel and waiting time, but benefits depend on connectivity, accessibility, and digital skills.

4. Citizen satisfaction: User satisfaction depends on the reliability and responsiveness of digital services rather than the mere availability of online portals.
5. Digital inequality: Limited digital literacy, infrastructure gaps, and language barriers can restrict access to public services.
6. Data protection: Secure data management is essential to maintaining public trust in digital administration.
7. Administrative capacity: Technology must be supported by trained personnel, effective management, and clearly defined institutional responsibilities.
8. Need for empirical verification: The illustrative percentages in this paper cannot establish actual levels of digital adoption, satisfaction, or administrative improvement. These must be measured through a real field survey.

Recommendations

1. **Strengthen digital infrastructure:** Governments should improve internet connectivity, electricity reliability, server capacity, and access to affordable digital devices, particularly in rural and underserved areas.
2. **Expand digital literacy programmes:** Digital literacy initiatives should teach citizens how to use government portals, protect personal information, recognize online fraud, and access grievance-redressal mechanisms. Special attention should be given to older adults, people with disabilities, and communities with limited educational opportunities.
3. **Maintain assisted and offline service channels:** Digital services should complement rather than eliminate necessary face-to-face assistance. Common Service Centres, help desks, telephone support, and accessible offline alternatives can help citizens who cannot independently complete online procedures.
4. **Simplify administrative procedures:** Departments should review and simplify procedures before digitizing them. Repeated documentation, unnecessary approvals, and redundant verification requirements should be reduced wherever legally permissible.
5. **Improve transparency and grievance redressal:** Government portals should provide clear service timelines, application status, reasons for rejection, responsible authorities, and complaint-tracking facilities. Complaints should receive timely responses, and citizens should have an effective means of appealing incorrect decisions.
6. **Strengthen cybersecurity and privacy:** Government institutions should implement security audits, encryption, appropriate access controls, incident-response procedures, and regular staff training. Personal data should be processed in accordance with applicable law and used only for legitimate, clearly defined purposes.
7. **Develop digital skills among public servants:** Training should cover digital records management, data analysis, cybersecurity, accessible service design, and responsible use of artificial intelligence. Training should be continuous rather than limited to the initial launch of a digital system.
8. **Promote interoperability:** Departments should adopt appropriate technical standards and secure information-sharing mechanisms to reduce duplication. Data sharing must remain subject to lawful authority, privacy protections, and safeguards against unauthorized access.
9. **Establish performance indicators:** Government departments should regularly measure:
    - Average time required to deliver a service.
    - Percentage of applications completed within the prescribed time.
    - Cost incurred by citizens to access services.
    - Number and type of unresolved grievances.
    - Service availability and technical failure rates.

- Citizen satisfaction and accessibility.
- Data breaches and security incidents.
- Differences in service outcomes across demographic groups.

10. **Adopt responsible artificial intelligence:** AI-assisted systems should be introduced gradually, with clear accountability, documented testing, human oversight, and mechanisms to correct errors. Decisions involving important public entitlements should not become unchallengeable simply because they are automated.
11. **Encourage citizen participation:** Government institutions should consult citizens when designing or modifying digital services. User feedback, public consultations, usability testing, and periodic independent evaluations can help ensure that administrative reforms address actual needs.
12. **Focus on local government:** Municipalities, panchayats, and district administrations should receive adequate funding, technical assistance, and trained personnel to implement digital governance. National-level digital infrastructure must be matched by effective local-level service delivery.

Conclusion

Digitalization has become an important instrument for modernizing public administration. It creates opportunities to improve administrative efficiency, transparency, accountability, financial management, and citizen participation. Through electronic records, online service delivery, digital payments, integrated platforms, and data-supported decision-making, government institutions can reduce procedural burdens and respond more effectively to citizens' needs.

India's digital governance initiatives demonstrate the potential of technology to support large-scale public service delivery. However, digitalization should not be measured solely by the number of online portals, digital transactions, or automated procedures. Its real value depends on whether citizens receive services that are timely, reliable, affordable, accessible, secure, and fair.

The digital divide, inadequate digital literacy, cybersecurity threats, privacy concerns, technical failures, and resistance to administrative change remain important challenges. These problems cannot be resolved by technology alone. They require institutional reform, effective leadership, appropriate legal safeguards, trained public servants, and continued citizen participation.

The central argument of this paper is that successful digitalization requires a transition from technology-centred administration to citizen-centred digital governance. Government departments must simplify procedures, protect citizens' rights, preserve accessible alternatives, and evaluate outcomes through measurable indicators.

The illustrative field-study framework presented in this paper provides a basis for empirical investigation. A survey using verified primary data, appropriate statistical testing, and a clearly defined sampling procedure would help establish how citizens experience digital public services and whether digitalization is associated with measurable improvements in administrative performance.

Ultimately, digitalization should be regarded not as an end in itself but as a means of strengthening democratic governance, improving public service delivery, and building a more inclusive, responsive, and accountable administrative system.

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