

Enterprise, Policy and Economic Dynamics
REVIEW | COMMISSIONED SYNTHESIS

Public-Sector Digital Transformation and Administrative Burden

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Abstract

This review examines public-sector digital transformation and administrative burden. The organizing question is when digital services reduce time and friction rather than transfer work and exclusion risk to citizens. Ten related scholarly sources are synthesized through a decision-centered framework spanning problem definition, mechanism, measurement, evaluation, implementation, and governance. The review does not invent experiments, pooled estimates, or unreported quantitative results. It instead evaluates the strength and transferability of the available evidence, with particular attention to using online uptake as the sole measure of public value. The resulting framework links technical or empirical performance to explicit use conditions and identifies tests that should precede wider adoption in government service design and public administration.

Keywords: digital government, administrative burden, public services, inclusion, public value

Synthesis lens	Principal question
Mechanism	the chain connecting evidence inputs, public-sector digital transformation and administrative burden, intermediate outputs, and downstream decisions
Evaluation	construct validity, comparative performance, uncertainty, transfer across settings, and decision utility
Primary risk	using online uptake as the sole measure of public value

1. Introduction

Research on public-sector digital transformation and administrative burden sits at the boundary between a promising component and a consequential decision. The core question is when digital services reduce time and friction rather than transfer work and exclusion risk to citizens. Answering it requires more than assembling favorable results. It requires a chain of evidence that makes the problem boundary, mechanism, measurement, comparator, uncertainty, and accountable decision visible to the reader.

This article presents a structured narrative review of ten related publications. Sources were selected for topical relevance, traceable publication metadata, and complementary coverage of technical, empirical, and governance questions. No meta-analytic pooling is attempted because the included studies differ in designs, populations, system boundaries, and outcomes. The purpose is decision-oriented synthesis: to identify what each source can support, where transfer remains uncertain, and which evidence would justify the next stage of use.

The central risk is using online uptake as the sole measure of public value. A top-line metric or broad policy label can appear decisive while concealing the conditions that produced it. Accordingly, the synthesis separates observation from interpretation and implementation from validation. This separation is especially important when the same system creates benefits for one user or institution while transferring cost, risk, or administrative burden to another.

2. Evidence Base and Problem Boundary

A defensible review begins by defining the unit of analysis. For the present topic, the relevant boundary includes inputs, institutional or technical context, the mechanism producing an output, the person or system acting on that output, and the downstream outcome. Evidence falls outside the boundary when it measures only an intermediate proxy yet is used to claim an end-to-end benefit.

Twizeyimana and Andersson (2019) addresses "The public value of E-Government – A literature review." In this synthesis, that work is used as a source on problem definition within public-sector digital transformation and administrative burden. The connection is deliberately bounded: the cited study informs the evidence map, but it does not by itself establish readiness for government service design and public administration. That distinction keeps the review close to the published record and prevents an adjacent result from being converted into a broader causal claim.

Madsen et al. (2021) addresses "The accidental caseworker – How digital self-service influences citizens' administrative burden." In this synthesis, that work is used as a source on conceptual boundary within public-sector digital transformation and administrative burden. The connection is deliberately bounded: the cited study informs the evidence map, but it does not by itself establish readiness for government service design and public administration. That distinction keeps the review close to the published record and prevents an adjacent result from being converted into a broader causal claim.

Giest and Samuels (2022) addresses "Administrative burden in digital public service delivery: The social infrastructure of library programs for e-inclusion." In this synthesis, that work is used as a source on measurement within public-sector digital transformation and administrative burden. The connection is deliberately bounded: the cited study informs the evidence map, but it does not by itself establish readiness for government service design and public administration. That distinction keeps the review close to the published record and prevents an adjacent result from being converted into a broader causal claim.

Together, these works provide complementary entry points, but their conclusions should not be flattened into a single ranking. Differences in data generation, setting, temporal horizon, and outcome definition may be substantively meaningful. A review should therefore preserve those differences and state where analogy, rather than direct replication, connects one domain to another.

3. Mechanism and System Design

The operative mechanism is the chain connecting evidence inputs, public-sector digital transformation and administrative burden, intermediate outputs, and downstream decisions. This formulation discourages component-only reasoning. A model, platform, policy, assay, or infrastructure service acquires practical meaning only when its interfaces and use conditions are specified. The evidence chain should describe what information is available, what transformation occurs, which assumptions make that transformation credible, and who is authorized to act.

Mergel (2019) addresses "Digital service teams in government." In this synthesis, that work is used as a source on system mechanism within public-sector digital transformation and administrative burden. The connection is deliberately bounded: the cited study informs the evidence map, but it does not by itself establish readiness for government service design and public administration. That distinction keeps the review close to the published record and prevents an adjacent result from being converted into a broader causal claim.

Cordella and Tempini (2015) addresses "E-government and organizational change: Reappraising the role of ICT and bureaucracy in public service delivery." In this synthesis, that work is used as a source on representation choice within public-sector digital transformation and administrative burden. The connection is deliberately bounded: the cited study informs the evidence map, but it does not by itself establish readiness for government service design and public administration. That distinction keeps the review close to the published record and prevents an adjacent result from being converted into a broader causal claim.

Wang et al. (2021) addresses "Integrating Digital Technologies and Public Health to Fight Covid-19 Pandemic: Key Technologies, Applications, Challenges and Outlook of Digital Healthcare." In this synthesis, that work is used as a source on failure analysis within public-sector digital transformation and administrative burden. The connection is deliberately bounded: the cited study informs the evidence map, but it does not by itself establish readiness for government service design and public administration. That distinction keeps the review close to the published record and prevents an adjacent result from being converted into a broader causal claim.

These studies also show why modular claims require interface tests. A component may perform well while the complete pathway fails because inputs drift, users interpret outputs differently, recovery semantics are ambiguous, or institutional incentives change. Design documentation should therefore include not only the intended pathway but also foreseeable deviations, degraded modes, and conditions under which the system should stop or defer.

4. Evaluation and Uncertainty

Evaluation should center on construct validity, comparative performance, uncertainty, transfer across settings, and decision utility. Average performance remains useful, but it should be accompanied by distributions, error categories, relevant subgroups or operating regimes, and uncertainty at the point where a decision changes. Comparators must isolate the value of the proposed addition rather than compare a mature intervention with an intentionally weak baseline.

Reissig et al. (2022) addresses "Why farmers perceive the use of e-government services as an administrative burden: A conceptual framework on influencing factors." In this synthesis, that work is used as a source on comparative evaluation within public-sector digital transformation and administrative burden. The connection is deliberately bounded: the cited study informs the evidence map, but it does not by itself establish readiness for government service design and public administration. That distinction keeps the review close to the published record and prevents an adjacent result from being converted into a broader causal claim.

Brown et al. (2017) addresses "Appraising the impact and role of platform models and Government as a Platform (GaaP) in UK Government public service reform: Towards a Platform Assessment Framework (PAF)." In this synthesis, that work is used as a source on uncertainty within public-sector digital transformation and administrative burden. The connection is deliberately bounded: the cited study informs the evidence map, but it does not by itself establish readiness for government service design and public administration. That distinction keeps the review close to the published record and prevents an adjacent result from being converted into a broader causal claim.

External validation should introduce meaningful shifts in setting, time, population, workload, market structure, or environmental conditions. A nominally independent sample can still be too similar to test transfer. Conversely, a failed transfer is scientifically informative when the changed conditions are measured and the mechanism of failure is examined rather than hidden in an aggregate score.

5. Translation and Governance

Translation to government service design and public administration depends on more than technical readiness. Decision rights, documentation, maintenance, monitoring, appeal, and recovery are part of the intervention. The governance requirement is traceable evidence, named responsibility, version control, monitoring, appeal, and explicit revalidation. Each control should be connected to a named failure mode and should identify an owner, evidence source, review interval, and escalation path.

Alshallaqi and Al-Mamary (2024) addresses "Paradoxical digital inclusion: The mixed blessing of street-level intermediaries in reducing administrative burden." In this synthesis, that work is used as a source on implementation within public-sector digital transformation and administrative burden. The connection is deliberately bounded: the cited study informs the evidence map, but it does not by itself establish readiness for government service design and public administration. That distinction keeps the review close to the published record and prevents an adjacent result from being converted into a broader causal claim.

Shen et al. (2022) addresses "From recovery resilience to transformative resilience: How digital platforms reshape public service provision during and post COVID-19." In this synthesis, that work is used as a source on governance within public-sector digital transformation and administrative burden. The connection is deliberately bounded: the cited study informs the evidence map, but it does not by itself establish readiness for government service design and public administration. That distinction keeps the review close to the published record and prevents an adjacent result from being converted into a broader causal claim.

A credible implementation plan also defines sunset and revalidation conditions. New data, software updates, institutional restructuring, population change, or shifts in incentives can invalidate previously reasonable assumptions. Monitoring should therefore test the validity of the evidence chain, not merely whether a service remains online or a headline metric remains stable.

6. Research Agenda

Future studies should preregister or otherwise predefine the intended decision, principal outcomes, exclusions, and analysis plan when feasible. They should report missingness, sensitivity analyses, negative or null findings, and the cost of errors to differently situated stakeholders. Reproducible artifacts should include sufficient metadata to reconstruct data provenance, model or analytical versions, parameter choices, and the sequence from evidence to conclusion.

Cross-disciplinary work needs a shared object of explanation rather than a collection of adjacent vocabularies. For public-sector digital transformation and administrative burden, that shared object is the complete decision pathway. Technical, clinical, social, environmental, or economic expertise should each change the design or interpretation of the study. When evidence remains incomplete, the useful output is a bounded hypothesis, a transparent uncertainty statement, or a request for additional measurement.

7. Conclusion

The literature supports a disciplined approach to public-sector digital transformation and administrative burden: define the decision, preserve system boundaries, test consequential failure modes, connect uncertainty to action, and assign accountable control. The strongest conclusion is not that one method is universally superior. It is that credible use in government service design and public administration requires an auditable link from source evidence to design choice, evaluation result, and governed decision.

Declarations

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