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ASSESSMENT MODEL FOR THE EFFECTIVENESS OF PUBLIC SERVICE TRANSFORMATION IN THE DIGITAL ECONOMY

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Abstract. This article examines the transformation of public services in the context of the digital economy and proposes a model for assessing the effectiveness of this transformation. The study analyzes the impact of digital technologies, e-government systems, artificial intelligence, big data analytics, cloud computing, and integrated digital platforms on improving the quality, accessibility, transparency, and efficiency of public services. The proposed assessment model is based on a comprehensive system of indicators, including service quality, user satisfaction, operational efficiency, digital accessibility, data security, transparency, and economic efficiency. The study substantiates the importance of digital transformation in modernizing public administration, developing citizen-oriented public services, and improving the performance of public institutions. The findings provide a basis for developing practical recommendations for policymakers and public institutions aimed at strengthening digital governance, improving the effectiveness of public service transformation, and ensuring sustainable development.

Keywords: digital economy, public service transformation, digital transformation, e-government, public administration, effectiveness assessment model, digital governance, artificial intelligence, big data, cloud computing, service quality, digital platforms, citizen satisfaction, transparency, information security, sustainable development.

Аннотация. В статье исследуются процессы трансформации государственных услуг в условиях цифровой экономики и предлагается модель оценки эффективности данной трансформации. Проанализировано влияние цифровых технологий, систем электронного правительства, искусственного интеллекта, аналитики больших данных, облачных вычислений и интегрированных цифровых платформ на повышение качества, доступности, прозрачности и эффективности государственных услуг. Предлагаемая модель оценки основана на комплексной системе показателей, включающей качество услуг, уровень удовлетворённости пользователей, операционную эффективность, цифровую доступность, безопасность данных, прозрачность и экономическую эффективность. В исследовании обоснована значимость цифровой трансформации для модернизации государственного управления, развития ориентированных на граждан государственных услуг и повышения результативности деятельности государственных органов. Полученные результаты позволяют сформулировать практические рекомендации для органов государственной власти и государственных учреждений, направленные на совершенствование цифрового управления, повышение эффективности трансформации государственных услуг и обеспечение устойчивого развития.

Ключевые слова: цифровая экономика, трансформация государственных услуг, цифровая трансформация, электронное правительство, государственное управление, модель оценки эффективности, цифровое управление, искусственный интеллект, большие данные, облачные вычисления, качество услуг, цифровые платформы, удовлетворённость граждан, прозрачность, информационная безопасность, устойчивое развитие.

Annotatsiya. Mazkur maqolada raqamli iqtisodiyot sharoitida davlat xizmatlarini transformatsiya qilish jarayonlari o'rganilib, ushbu transformatsiya samaradorligini baholash modeli taklif etilgan. Tadqiqotda raqamli texnologiyalar, elektron hukumat tizimlari, sun'iy intellekt, katta ma'lumotlar tahlili, bulutli hisoblash texnologiyalari hamda integratsiyalashgan raqamli platformalarning davlat xizmatlari sifati, qulayligi, ochiqligi va



samaradorligini oshirishga ta'siri tahlil qilingan. Taklif etilgan baholash modeli xizmatlar sifati, foydalanuvchilar qoniqish darajasi, operatsion samaradorlik, raqamli xizmatlardan foydalanish imkoniyati, ma'lumotlar xavfsizligi, shaffoflik va iqtisodiy samaradorlik kabi ko'rsatkichlarning kompleks tizimiga asoslangan. Tadqiqotda davlat boshqaruvini modernizatsiya qilish, fuqarolarga yo'naltirilgan xizmatlarni rivojlantirish hamda davlat organlari faoliyati samaradorligini oshirishda raqamli transformatsiyaning muhim ahamiyati asoslab berilgan. Tadqiqot natijalari raqamli boshqaruvni takomillashtirish, davlat xizmatlari transformatsiyasi samaradorligini oshirish va barqaror rivojlanishni ta'minlashga qaratilgan amaliy tavsiyalarni ishlab chiqish imkonini beradi.

Kalit so'zlar: raqamli iqtisodiyot, davlat xizmatlari transformatsiyasi, raqamli transformatsiya, elektron hukumat, davlat boshqaruvi, samaradorlikni baholash modeli, raqamli boshqaruv, sun'iy intellekt, katta ma'lumotlar, bulutli hisoblash, xizmatlar sifati, raqamli platformalar, fuqarolar qoniqishi, shaffoflik, axborot xavfsizligi, barqaror rivojlanish.

INTRODUCTION

The rapid development of the digital economy has significantly transformed public administration mechanisms and public service delivery systems worldwide. The widespread adoption of advanced digital technologies, including artificial intelligence, cloud computing, big data analytics, blockchain, and the Internet of Things (IoT), has enabled governments to modernize their institutional frameworks and enhance the accessibility, efficiency, transparency, and quality of public services. In this context, digital transformation has become a key priority for ensuring sustainable socio-economic development and strengthening the competitiveness of national economies.

In recent years, the Government of the Republic of Uzbekistan has implemented a series of comprehensive reforms aimed at accelerating digital transformation in the public sector. Strategic initiatives, including the "Digital Uzbekistan – 2030" Strategy, prioritize the development of e-government systems, the integration of digital platforms, and the expansion of online public services. These reforms are designed to streamline administrative procedures, facilitate effective interaction between citizens and government agencies, optimize institutional processes, and strengthen public trust by promoting greater transparency and accountability.

Despite the considerable progress achieved in the digitalization of public services, further opportunities remain for improving digital infrastructure, enhancing citizens' digital literacy, strengthening cybersecurity mechanisms, integrating information systems, and developing comprehensive methodologies for assessing the effectiveness of digital transformation initiatives. Addressing these areas will contribute to the consistent development of an inclusive, secure, and efficient digital public administration system. Therefore, there is a growing need to develop scientifically grounded models for comprehensively assessing the effectiveness of public service transformation in the context of the digital economy.

LITERATURE REVIEW

The concept of digital transformation has become one of the central themes in contemporary public administration research. Scholars emphasize that the digital economy fundamentally changes how governments design, deliver, and evaluate public services by integrating advanced digital technologies into administrative processes. Digital transformation is no longer limited to the automation of traditional services; rather, it involves the comprehensive restructuring of public institutions, governance mechanisms, administrative processes, and service delivery models.

The theoretical foundations of digital government have been developed by numerous researchers. According to Janowski, digital government evolves through several stages, beginning with the digitization of governmental functions and progressing towards fully integrated and citizen-centred governance. This transformation requires organizational innovation, technological modernization, strategic coordination, and continuous institutional adaptation. Similarly, Mergel, Edelmann, and Haug (2019) emphasize that successful digital transformation depends not only on technological infrastructure but also on effective leadership, organizational culture, strategic management, and human capital development¹.

The emergence of the digital economy has significantly expanded the scope of public service transformation. Brynjolfsson and McAfee argue that digital technologies create new opportunities to increase productivity, reduce transaction costs, and enhance the quality of public administration. Their research demonstrates that

1 Janowski, T. Digital government evolution: From transformation to contextualization. *Government Information Quarterly*, 32(3), 221–236. <https://doi.org/10.1016/j.giq.2015.07.001>. 2022



digital innovation enables governments to provide faster, more transparent, accessible, and personalized services while improving overall operational efficiency.

Several international organizations have proposed comprehensive frameworks for evaluating digital government performance². The United Nations E-Government Development Index (EGDI) assesses countries' readiness for digital government based on three principal dimensions: online service provision, telecommunications infrastructure, and human capital development. Likewise, the Organisation for Economic Co-operation and Development (OECD) has introduced the Digital Government Policy Framework, which assesses governments according to such dimensions as openness, user-driven service design, data governance, digital capabilities, and proactive service delivery. These frameworks have become internationally recognized benchmarks for evaluating the performance and maturity of the digital public sector.

Recent studies have increasingly focused on measuring the effectiveness of digital transformation in public services. Vial defines digital transformation as a process through which organizations improve their performance by using digital technologies to generate significant changes in operational processes, institutional models, and stakeholder relationships. Applying this concept to the public sector implies that government institutions should assess digital transformation by considering both operational outcomes and citizen-oriented performance indicators.

Researchers have also highlighted the importance of evaluating public service quality from the users' perspective. According to Parasuraman, Zeithaml, and Berry, service quality can be assessed through such dimensions as reliability, responsiveness, assurance, empathy, and tangibility. Although the SERVQUAL framework was originally developed for the private sector, it has subsequently been widely adapted to assess the quality of electronic government services and the level of citizen satisfaction.

Another significant area of research concerns the assessment of digital maturity. Kane et al. argue that digital maturity reflects an organization's ability to integrate digital technologies into its strategy, operational activities, organizational culture, and decision-making processes. In the public sector, digital maturity is considered a key determinant of successful digital transformation, institutional adaptability, and sustainable innovation in public service delivery³.

Overall, the reviewed literature demonstrates that the effectiveness of public service transformation should be assessed through an integrated approach combining technological, organizational, operational, economic, and citizen-oriented dimensions. Existing theoretical approaches and international frameworks provide a strong methodological basis for developing a comprehensive model for evaluating public service transformation in the context of the digital economy⁴.

RESEARCH METHODOLOGY

This study employs a comprehensive mixed-methods research approach to develop and validate a model for assessing the effectiveness of public service transformation in the context of the digital economy. The research integrates qualitative and quantitative methods to ensure a systematic and multidimensional evaluation of digital transformation processes and their impact on public service performance.

The study is based on a systematic review of scientific literature, international reports, and regulatory documents related to digital government, e-government, public administration, and digital transformation. Publications issued by leading international organizations, including the United Nations (UN), the Organisation for Economic Co-operation and Development (OECD), the World Bank, and the European Commission, were analyzed to identify internationally recognized assessment indicators, methodological approaches, and best practices in digital public service delivery⁵.

The conceptual framework of the proposed model was developed by synthesizing theoretical approaches to digital transformation, public sector innovation, service quality management, and digital governance. Based on this synthesis, a multidimensional assessment framework was designed to incorporate the organizational, technological, economic, institutional, and social dimensions of public service transformation.

A system of key performance indicators (KPIs) was developed to assess the effectiveness of the transformation process. The selected indicators include service accessibility, the availability of digital services,

² Brynjolfsson, E., & McAfee, A. *The Second Machine Age: Work, Progress, and Prosperity in a Time of Brilliant Technologies*. W. W. Norton & Company. 2022

³ Parasuraman, A., Zeithaml, V. A., & Berry, L. L. SERVQUAL: A multiple-item scale for measuring consumer perceptions of service quality. *Journal of Retailing*, 64(1), 12–40.1999

⁴ Kane, G. C., Palmer, D., Phillips, A. N., Kiron, D., & Buckley, N. *Strategy, Not Technology, Drives Digital Transformation*. MIT Sloan Management Review. 2021

⁵ Organisation for Economic Co-operation and Development (OECD). *The OECD Digital Government Policy Framework: Six Dimensions of a Digital Government*. OECD Publishing. 2025



service processing time, operational efficiency, user satisfaction, transparency, accountability, digital maturity, cybersecurity readiness, information system interoperability, and cost efficiency. These indicators provide a balanced assessment of both the internal performance of public institutions and the external quality of services delivered to citizens and businesses.

The proposed methodological approach enables the comprehensive evaluation of public service transformation by combining institutional capacity, technological readiness, economic efficiency, service quality, and user-oriented outcomes. This approach also supports the identification of priority areas for further improvement and provides a scientific basis for strengthening digital governance and enhancing the effectiveness of public service delivery (Figure 1).

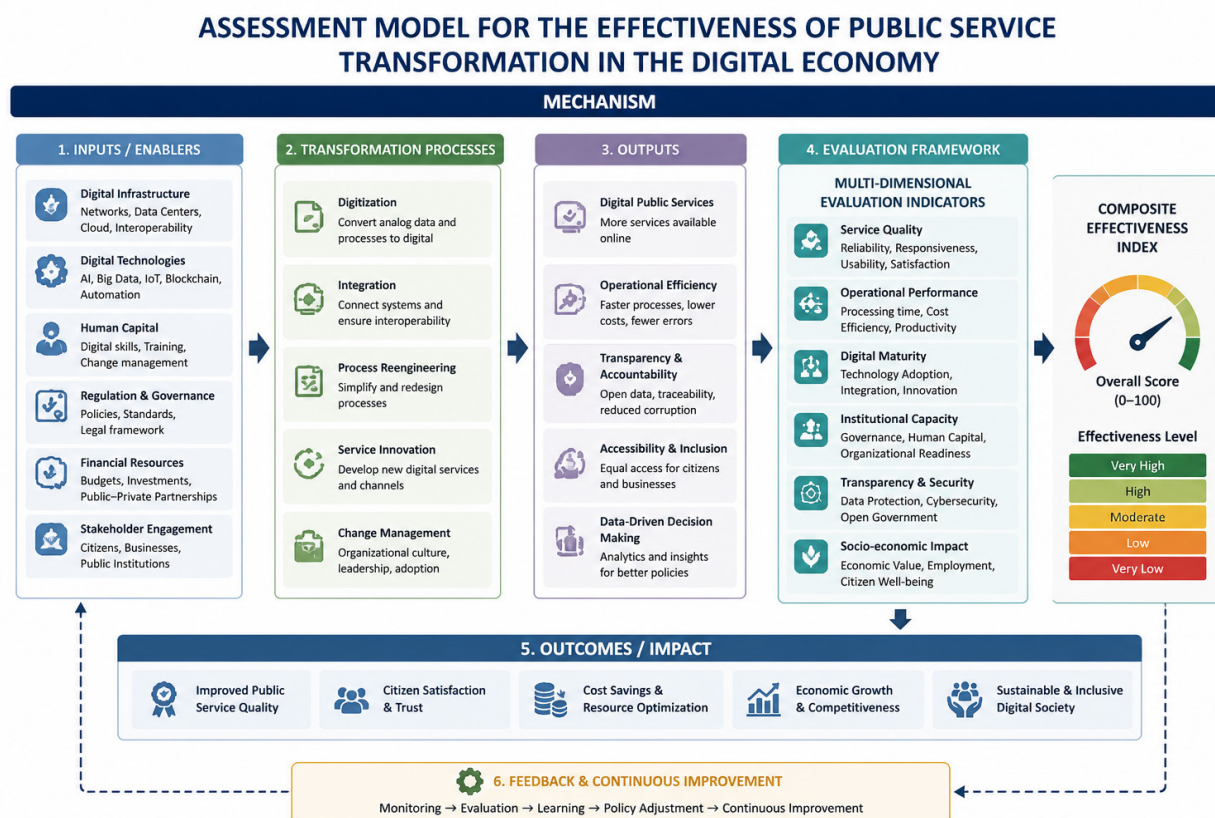


Figure 1. Mechanism of the Model for Assessing the Effectiveness of Public Service Transformation in the Digital Economy

The analytical component of the study employs descriptive statistics, comparative analysis, and multicriteria evaluation methods to assess the effectiveness of digital transformation initiatives. Descriptive statistics are used to summarize and interpret the principal characteristics of the selected indicators. Comparative analysis facilitates the identification of strengths, development opportunities, and performance differences across the various dimensions of digital public service delivery. Meanwhile, multicriteria evaluation enables diverse quantitative and qualitative indicators to be integrated into a unified and comprehensive assessment framework. This analytical approach ensures a systematic evaluation of the technological, organizational, economic, institutional, and social dimensions of public service transformation.

ANALYSIS AND RESULTS

The analysis demonstrates that digital transformation has significantly enhanced the efficiency of public service delivery by improving accessibility, transparency, operational performance, and citizen engagement. The integration of digital technologies into public administration has streamlined administrative procedures, shortened service processing times, and expanded access to government services through online platforms. These developments contribute to greater institutional efficiency and strengthen public trust in government institutions.



The proposed assessment model evaluates the effectiveness of public service transformation through a multidimensional system of indicators grouped into five key dimensions: digital infrastructure, operational efficiency, service quality, institutional capacity, and user satisfaction. Each dimension represents a critical component of successful digital transformation and provides measurable evidence for assessing the performance of public institutions⁶.

The findings indicate that digital infrastructure forms the foundation of effective public service transformation. High levels of internet connectivity, secure digital platforms, interoperable information systems, and cloud-based technologies substantially improve service accessibility and administrative coordination. Public institutions equipped with advanced digital infrastructure demonstrate greater efficiency in delivering electronic public services.

The analysis of operational efficiency shows that digitalization contributes to considerable reductions in service delivery time, administrative costs, and reliance on manual procedures. Automated workflows and integrated information systems enable government agencies to process applications more rapidly and accurately. Consequently, digital transformation enhances productivity, optimizes resource allocation, and improves the overall performance of public institutions.

Service quality indicators demonstrate positive developments in accessibility, reliability, transparency, and responsiveness. Citizens benefit from round-the-clock access to digital services, simplified administrative procedures, and real-time monitoring of application status. These features enhance the user experience and contribute to higher levels of citizen satisfaction with public services⁷.

The assessment of institutional capacity highlights the importance of digital leadership, regulatory support, organizational readiness, and employees' digital competencies. Government institutions that invest in digital skills development, innovation management, and interagency cooperation are more likely to achieve sustainable digital transformation outcomes. Therefore, organizational adaptability is identified as a key determinant of long-term transformation effectiveness.

The user satisfaction dimension demonstrates that digital public services have increased convenience, reduced transaction costs, and improved communication between citizens and government institutions. The analysis also identifies opportunities for further development, including expanding equitable digital access across regions, strengthening cybersecurity mechanisms, improving digital literacy among different population groups, and enhancing the integration of government information systems.

The composite effectiveness index generated by the proposed model enables a comprehensive assessment of digital transformation performance by integrating multiple quantitative and qualitative indicators into a unified evaluation framework. The model allows policymakers to compare institutional performance, identify priority areas for improvement in digital governance, allocate investments more effectively, and monitor transformation progress over time.

Overall, the findings confirm that successful public service transformation depends not only on technological modernization but also on institutional development, effective governance, human capital enhancement, and continuous performance assessment. The proposed model provides a practical and scientifically grounded instrument for measuring the effectiveness of digital transformation and supporting evidence-based policy decisions aimed at improving the quality, sustainability, accessibility, and inclusiveness of public services in the digital economy⁸.

CONCLUSION AND RECOMMENDATIONS

The findings of this study demonstrate that the successful transformation of public services depends not only on the implementation of advanced digital technologies but also on institutional readiness, effective governance, qualified human resources, regulatory support, and the continuous monitoring of performance indicators. The application of an integrated system of key performance indicators (KPIs) provides decision-makers with reliable information for identifying institutional strengths, determining priority areas for further development, and improving the quality, accessibility, transparency, and efficiency of digital public services.

The study also identifies several important areas requiring continued development, including the expansion of digital infrastructure across regions, the strengthening of cybersecurity mechanisms, the improvement of information system interoperability, the promotion of digital inclusion, and the continuous enhancement of digital competencies among public sector employees. Advancing these areas is essential for ensuring the long-term sustainability, inclusiveness, and effectiveness of digital transformation initiatives.

6 United Nations. *United Nations E-Government Survey 2024: Accelerating Digital Transformation for Sustainable Development*. United Nations Department of Economic and Social Affairs (UN DESA). 2024

7 World Economic Forum. *The Global Risks Report 2023*. World Economic Forum. 2023

8 OECD. *Digital Government Review: Strengthening Public Sector Innovation*. OECD Publishing. 2024



Future research may focus on the empirical validation of the proposed model using national and international datasets, the application of artificial intelligence and big data analytics to performance assessment, and comparative analyses of public service transformation across different countries. Such studies will contribute to the further improvement of effectiveness assessment methodologies and support the development of more resilient, citizen-centred, data-driven, and technologically advanced public administration systems in the digital economy.

Based on the findings of this study, it is recommended that governments establish a comprehensive effectiveness assessment system founded on an integrated set of key performance indicators (KPIs) covering digital infrastructure, service quality, operational efficiency, transparency, institutional capacity, and citizen satisfaction. Continuous investment should be directed towards the development of modern digital infrastructure, including cloud computing, artificial intelligence, big data analytics, blockchain technologies, and interoperable information systems, in order to enhance the accessibility, reliability, security, and overall efficiency of public services. Public institutions should further strengthen digital governance by improving strategic planning, regulatory frameworks, interagency coordination, data governance, and data-driven decision-making processes. At the same time, capacity-building programmes should be expanded to enhance the digital competencies of public sector employees and to ensure the effective, consistent, and sustainable implementation of digital transformation initiatives.

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