

A Systematic Review: The Impact of E-Office Management in Improving Service Delivery in Public Institutions in Tanzania

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Abstract

Pollution of the city/urban soil by contaminants arising from spent oil and other sources is considered a serious problem. Lead (Pb) has long been known as a potential hazard to health, especially in cities where users of spent oil, especially mechanics, indiscriminately dump the oil in the farmlands, which releases This study examines the impact of electronic office (e-office) management systems on service delivery in public institutions in Tanzania through a systematic review of recent scholarly literature. As governments increasingly adopt digital governance strategies to improve administrative performance, e-office systems have emerged as important tools for modernizing internal administrative processes, including document management, communication, and workflow coordination. Using a systematic literature review approach, the study analysed peer-reviewed articles, institutional reports, and academic publications published between 2020 and 2025 from major academic databases such as Google Scholar, Scopus, Web of Science, and ScienceDirect. The review focused on studies addressing digital governance, electronic administrative systems, and service delivery performance within Tanzania and comparable developing country contexts. The findings indicate that e-office systems contribute significantly to improved administrative efficiency by enabling faster document processing, electronic file tracking, and more effective coordination among government departments. Digital administrative platforms also enhance transparency and accountability by creating traceable electronic records that facilitate monitoring and auditing of institutional activities. Furthermore, the reviewed literature shows that the adoption of digital systems can improve decision-making processes and reduce bureaucratic delays traditionally associated with paper-based administrative procedures. However, the review also identifies several challenges affecting the effective implementation of e-office systems, including limited ICT infrastructure, inadequate digital competencies among public servants, financial constraints, and cybersecurity concerns. In addition, the analysis reveals a significant research gap in existing literature, as most studies on digital governance in Tanzania focus primarily on citizen-facing e-government platforms such as electronic payment systems and online service portals, while relatively limited empirical attention has been given to internal electronic office management systems. The study therefore highlights the need for further empirical research examining how e-office systems influence administrative workflow efficiency and service delivery outcomes across public institutions in Tanzania.

Keywords: E-Office Management, Service Delivery, Digital Governance, Public Institutions, Tanzania

Introduction

The rapid advancement of information and communication technologies (ICTs) has transformed the way governments manage administrative functions and deliver public services. Across the world, public institutions are replacing paper-based procedures with digital systems to improve efficiency, transparency, accountability, and responsiveness. This digital transformation has become a central component of public sector reforms because it enables faster information processing, better coordination, and evidence-based decision-making (United Nations, 2022; Mensah et al., 2024). Consequently, governments are increasingly investing in digital platforms that strengthen internal operations while improving the quality of services provided to citizens.

Among these digital innovations, electronic office (e-office) management systems have gained growing attention as tools for modernizing internal administrative processes. E-office systems integrate functions such as electronic document management, workflow automation, digital correspondence, records management, and file tracking into a single digital environment. By reducing dependence on manual paperwork, these systems can shorten processing time, improve document retrieval, strengthen institutional coordination, and enhance organizational accountability (Mergel et al., 2021). Although these benefits have been widely reported, their effectiveness often depends on institutional readiness, technological infrastructure, and employees' digital competencies.

In many developing countries, including Tanzania, digital governance has become an important strategy for improving public administration. Recent reforms have led to the implementation of several ICT-based platforms, including the Government Electronic Payment Gateway (GePG), the National e-Procurement System (NeST), digital immigration services, and e-office systems across ministries, departments, and agencies (United Nations, 2022; Mtebe & Sausi, 2021). These initiatives seek to streamline administrative processes, improve transparency, and support more efficient public service delivery. Despite these efforts, implementation has been uneven because of infrastructure limitations, financial constraints, cybersecurity concerns, and varying levels of digital literacy among public servants (Hamadi et al., 2025; Mensah et al., 2024).

Existing research in Tanzania has largely concentrated on citizen-facing digital services such as electronic payments, online government portals, procurement systems, and immigration services. Comparatively little attention has been given to internal e-office management systems that support daily administrative operations within public institutions. Yet, these internal systems influence document processing, workflow efficiency, communication, and managerial decision-making, all of which directly affect the quality and timeliness of public service delivery. This limited empirical attention represents an important gap in the Tanzanian literature because improvements in external service delivery depend substantially on efficient internal administrative processes.

Although studies from other countries have examined the relationship between digital office systems and organizational performance, contextual differences in institutional capacity, governance structures, and technological readiness limit the direct transferability of their findings to Tanzania. This makes the Tanzanian setting a particularly important context for evidence synthesis. Therefore, this systematic review examines recent literature on the impact of e-office management systems on service delivery in Tanzanian public institutions. Specifically, it synthesizes evidence on the contribution of e-office systems to

administrative efficiency, service delivery performance, and implementation challenges while identifying research gaps that can guide future empirical studies.

Literature Review

Concept of E-Office Management

E-office management refers to the application of digital technologies to support, coordinate, and manage routine administrative activities within an organization. It integrates electronic document management, digital records, workflow automation, internal communication, scheduling, and information sharing into a unified platform that enables office operations to be performed more efficiently. Rather than relying on paper-based procedures, e-office systems allow institutions to create, process, store, retrieve, and exchange information electronically, thereby improving the speed, accuracy, and traceability of administrative processes (United Nations, 2022; Mensah et al., 2024).

Within public administration, e-office management is regarded as an important component of digital government because it strengthens the internal processes that support public service delivery. Effective e-office systems facilitate timely document processing, improve coordination among departments, reduce duplication of work, and provide managers with timely access to organizational information for decision making. These capabilities enhance institutional transparency and accountability by creating secure digital records that can be monitored and audited throughout their lifecycle (World Bank, 2021; OECD, 2023).

The adoption of e-office systems has accelerated in many developing countries as governments pursue administrative modernization and improved public sector performance. Evidence indicates that successful implementation can reduce operational costs, shorten service processing time, improve information accessibility, and increase organizational productivity. However, these outcomes depend on complementary factors such as reliable ICT infrastructure, supportive institutional policies, adequate financial investment, and the digital competencies of employees responsible for operating the systems (Hamadi et al., 2025; Mensah et al., 2024).

In Tanzania, e-office management forms part of the broader digital government agenda coordinated through the e-Government Authority (e-GA). Public institutions have increasingly adopted electronic office platforms to improve document management, correspondence, records management, and workflow coordination. Although implementation has progressed across several ministries, departments, and agencies, differences in infrastructure, technical capacity, and organizational readiness continue to influence the effectiveness of these systems. Consequently, understanding the concept of e-office management provides an important foundation for evaluating its contribution to improving service delivery in Tanzanian public institutions.

Theoretical Framework

This review is anchored on the Technology–Organization–Environment (TOE) Framework and the Resource-Based View (RBV) Theory. The two theories complement each other by explaining both the conditions that facilitate the adoption of e-office systems and the organizational capabilities required to translate digital technologies into improved service delivery.

The Technology–Organization–Environment (TOE) Framework, developed by Tornatzky and Fleischer, explains that successful adoption of technological innovations is influenced by three interrelated dimensions: technological, organizational, and environmental contexts. The technological context considers factors such as system compatibility, complexity, and perceived benefits. The organizational context focuses on leadership commitment, financial resources, employee competencies, and institutional readiness, while the environmental context considers external influences such as government policies, regulatory requirements, and technological developments (Baker, 2022; Awa & Ojiabo, 2024). In public institutions, the TOE framework suggests that the successful implementation of e-office systems depends not only on the availability of digital technologies but also on organizational preparedness and a supportive policy environment. This perspective is particularly relevant to Tanzania, where variations in ICT infrastructure, institutional capacity, and digital skills continue to influence the effectiveness of e-office implementation.

The Resource-Based View (RBV) Theory explains how organizations create value by effectively utilizing strategic resources that are valuable, rare, difficult to imitate, and well organized. In the context of digital governance, e-office systems represent strategic technological resources whose value is realized when they are supported by competent human resources, effective management practices, and appropriate organizational processes (Kamasak, Yavuz, Altuntas, & Okan, 2024). Simply investing in digital technologies does not automatically improve organizational performance. Institutions must also possess the capabilities to integrate these technologies into daily operations, strengthen employee competencies, and continuously improve administrative processes. When these complementary resources are effectively combined, e-office systems can improve workflow efficiency, enhance coordination, strengthen accountability, and ultimately contribute to better public service delivery.

Together, the TOE Framework and RBV provide a comprehensive theoretical foundation for this review. While the TOE Framework explains the factors that influence the adoption and implementation of e-office systems, RBV explains how organizations can leverage these systems as strategic resources to improve administrative performance and service delivery. The integration of these perspectives provides a robust basis for understanding the opportunities and challenges associated with e-office management in Tanzanian public institutions.

E-Office Systems and Service Delivery

The increasing adoption of e-office systems has transformed the management of administrative processes in public institutions. As governments pursue digital transformation, electronic office platforms have become essential tools for improving efficiency, strengthening institutional coordination, and enhancing the quality of public service delivery. Unlike conventional paper-based systems, e-office platforms facilitate electronic document management, workflow automation, digital communication, and real-time information sharing, enabling institutions to respond more quickly and accurately to administrative demands (United Nations, 2022; OECD, 2023).

Globally, evidence indicates that digital administrative systems contribute to better organizational performance by simplifying internal processes and reducing bureaucratic delays. Automated workflows shorten document processing time, improve record retrieval, and enable managers to monitor organizational activities more effectively. These improvements support faster decision making, enhance accountability,

and create more transparent administrative procedures. Consequently, many governments have integrated e-office systems into broader digital government strategies to improve operational effectiveness and citizen satisfaction (World Bank, 2021; OECD, 2023).

Across developing countries, the adoption of e-office systems has become an important component of public sector modernization. Governments increasingly recognize that efficient internal administrative processes provide the foundation for reliable public service delivery. Recent studies have shown that digital administrative systems improve communication among departments, strengthen records management, and support evidence-based decision making. However, the extent of these benefits depends on factors such as ICT infrastructure, leadership commitment, institutional capacity, and the digital competencies of public servants (Mensah et al., 2024; Hamadi et al., 2025).

In Africa, governments continue to expand digital governance initiatives to improve administrative performance and public service delivery. Countries such as Rwanda, Kenya, and South Africa have made substantial investments in digital government platforms that support internal administration alongside citizen-facing services. Although progress varies across countries, recent evidence suggests that institutions with stronger digital infrastructure and supportive governance frameworks are more likely to achieve improvements in efficiency, transparency, and accountability. Conversely, limited connectivity, inadequate technical skills, and insufficient financial resources remain major barriers to the successful implementation of digital administrative systems in many public institutions across the continent (Mensah et al., 2024).

Tanzania has made notable progress in promoting digital governance through the implementation of ICT-based platforms across ministries, departments, and agencies. Initiatives such as the Government Electronic Payment Gateway (GePG), the National e-Procurement System (NeST), and electronic office systems demonstrate the government's commitment to improving administrative efficiency and strengthening public service delivery. These initiatives have contributed to improved financial management, better coordination of administrative processes, and enhanced transparency in government operations (Mtebe & Sausi, 2021; United Nations, 2022). Nevertheless, differences in institutional capacity, ICT infrastructure, and employee digital competencies continue to influence the effectiveness of e-office implementation across public institutions (Hamadi et al., 2025).

Despite the growing body of research on digital government in Tanzania, most empirical studies focus on citizen-facing services such as electronic payments, procurement, taxation, and immigration systems. Comparatively few studies examine how internal e-office systems influence workflow management, document processing, administrative coordination, and overall service delivery. This limited attention creates an important knowledge gap because efficient internal administrative systems are fundamental to the effective delivery of public services. Therefore, synthesizing existing evidence on e-office management provides a clearer understanding of its contribution to administrative performance and identifies areas requiring further empirical investigation within the Tanzanian public sector.

Challenges of E-Office Implementation

The implementation of e-office systems has created significant opportunities for improving administrative efficiency and public service delivery. However, realizing these benefits requires more than the acquisition of digital technologies. Public institutions must also possess the technical, financial, organizational, and human capacities necessary to support successful implementation. Evidence from recent studies indicates

that many governments, particularly in developing countries, continue to experience challenges that limit the effective adoption and utilization of e-office systems (United Nations, 2022; Mensah et al., 2024).

One of the most frequently reported challenges is inadequate ICT infrastructure. E-office systems rely on stable internet connectivity, reliable electricity, secure servers, and modern computer hardware to support uninterrupted administrative operations. In many public institutions, deficiencies in these resources reduce system reliability, slow document processing, and interrupt communication among departments. These limitations are often more pronounced in institutions operating with constrained budgets or located outside major urban centres, resulting in uneven implementation and inconsistent service delivery (World Bank, 2021; Hamadi et al., 2025).

Another important challenge is limited digital competence among public servants. Successful use of e-office systems requires employees to possess practical skills in electronic document management, workflow applications, cybersecurity, and digital communication. Where adequate training is unavailable, employees may struggle to use the systems effectively or continue relying on traditional paper-based procedures alongside digital platforms. This reduces the efficiency gains expected from digital transformation and slows organizational adaptation to new technologies (OECD, 2023; Hamadi et al., 2025).

Financial sustainability also remains a major concern. The implementation of e-office systems involves substantial investment in hardware, software, system integration, maintenance, cybersecurity, and continuous staff development. Public institutions with limited financial resources may experience delays in system upgrades, inadequate technical support, or incomplete implementation. Without sustained investment, digital platforms may become outdated, reducing their effectiveness and limiting long-term improvements in administrative performance (World Bank, 2021).

Cybersecurity and data protection have become increasingly important as government institutions digitize administrative records and sensitive information. E-office systems store confidential institutional documents that require strong security mechanisms to protect against cyberattacks, unauthorized access, and data breaches. Weak cybersecurity policies or inadequate technical safeguards may compromise information integrity, reduce public trust, and disrupt institutional operations. Consequently, governments are increasingly strengthening legal and technical frameworks to improve data governance and enhance the resilience of digital public services (United Nations, 2022).

Organizational and cultural factors also influence the success of e-office implementation. Resistance to change, limited management support, weak coordination, and inadequate change management strategies can discourage employees from fully embracing digital systems. Sustainable implementation therefore requires leadership commitment, continuous capacity building, clear institutional policies, and a workplace culture that encourages innovation and continuous learning (OECD, 2023; Mensah et al., 2024).

In Tanzania, these challenges remain relevant despite continued progress in digital government initiatives. Although many public institutions have adopted e-office systems, differences in ICT infrastructure, financial capacity, technical expertise, and organizational readiness continue to influence implementation outcomes. Addressing these constraints through coordinated investment in infrastructure, human capital, cybersecurity, and institutional reforms is essential for maximizing the contribution of e-office systems to efficient and responsive public service delivery.

Methodology

Research Design

This study employed a systematic literature review (SLR) to examine the impact of e-office management systems on service delivery in Tanzanian public institutions. The SLR approach uses a structured and transparent process to identify, select, evaluate, and synthesize relevant scholarly evidence, thereby improving the reliability and objectivity of the review (Snyder, 2019). The design was appropriate because research on e-office management in Tanzania remains limited and fragmented. By systematically reviewing recent literature from Tanzania and comparable developing countries, the study synthesized existing evidence on the contribution of e-office systems to administrative efficiency and service delivery. The approach also facilitated the identification of recurring themes, emerging trends, implementation challenges, and knowledge gaps, providing a comprehensive understanding of the role of e-office systems in supporting digital governance and public sector transformation.

Research Approach

This study adopted a qualitative research approach based on the analysis of secondary data obtained from published literature. The approach was appropriate because it enabled the interpretation and synthesis of findings from multiple studies to develop a comprehensive understanding of the influence of e-office systems on public service delivery. Secondary data were collected from peer-reviewed journal articles, academic books, government reports, and conference publications published between 2020 and 2025. Focusing on recent literature ensured that the review reflected current developments in digital governance and e-government implementation. The qualitative synthesis examined key themes, including administrative efficiency, digital transformation, institutional readiness, technological adoption, and service delivery outcomes. This approach provided a comprehensive understanding of how e-office management systems contribute to improved administrative performance and public service delivery in Tanzania.

Data Sources

Relevant literature for this study was obtained from several reputable academic databases and institutional repositories that provide access to peer-reviewed scholarly publications. Major academic search engines used in the study include Google Scholar, Scopus, Web of Science, and ScienceDirect, which collectively index a wide range of journals focusing on public administration, information systems, and digital governance. Additional sources were obtained from institutional repositories of universities, government policy documents, and reports published by international organizations such as the World Bank and the United Nations that focus on digital government development. The selection of these databases ensured comprehensive coverage of scholarly publications related to e-government initiatives, digital transformation in the public sector, and electronic office management systems. Keywords used during the literature search included terms such as “e-office management,” “digital government,” “electronic records management,” “e-government service delivery,” and “ICT in public administration.” These search terms enabled the identification of relevant studies examining the adoption and impact of digital administrative systems within public institutions. By utilizing multiple academic databases and institutional sources, the study ensured the reliability, credibility, and academic rigor of the literature used for analysis.

Inclusion Criteria

Studies were selected using predefined inclusion criteria to ensure relevance and methodological quality. Only publications published between 2020 and 2025 were considered to capture recent developments in digital governance. The review included studies on e-government, e-office management, digital administrative systems, and ICT-enabled public administration. Eligible studies had to examine administrative efficiency, service delivery, digital transformation, or public sector performance. Priority was given to research conducted in Tanzania and other developing countries with comparable digital governance contexts. To ensure credibility, only peer-reviewed journal articles, scholarly books, and authoritative reports from recognized institutions were included. These criteria ensured that the reviewed literature was relevant, reliable, and aligned with the objectives of the study.

Data Analysis

The collected literature was analysed using thematic analysis to identify recurring patterns and insights on the implementation of e-office systems and their influence on public service delivery. Following Braun and Clarke (2021), the analysis involved reviewing the selected studies, extracting relevant findings, coding similar concepts, and grouping them into key themes. The major themes included administrative efficiency, digital records management, institutional transparency, ICT infrastructure, and implementation challenges. These themes were then synthesized to develop a comprehensive understanding of the contribution of e-office systems to service delivery in public institutions. The analysis also identified areas where digital administrative systems have improved organizational performance and highlighted persistent challenges that require further research and policy attention.

Ethical Considerations

Ethical considerations are an essential component of scholarly research, particularly in studies that involve the synthesis and interpretation of existing academic literature. In this study, strict adherence to academic integrity principles was maintained throughout the research process. All sources used in the systematic review were properly acknowledged through accurate citation and referencing in accordance with the American Psychological Association (APA) 7th edition referencing guidelines. This ensured that the intellectual contributions of previous researchers were appropriately recognized and that the study avoided any form of plagiarism or misrepresentation of scholarly work. Additionally, the study relied exclusively on publicly available academic literature and institutional reports, thereby eliminating concerns related to confidentiality or privacy of human research participants. The research process also emphasized transparency and reproducibility by clearly describing the procedures used for literature selection, data analysis, and synthesis of findings. By adhering to these ethical principles, the study ensures that the research outcomes are credible, reliable, and consistent with accepted standards of academic scholarship.

Findings

The systematic review synthesized evidence from recent studies examining the application of e-office systems in public institutions. Overall, the reviewed literature demonstrates that digital administrative systems improve organizational operations by automating document management, facilitating workflow coordination, and enabling timely access to institutional information. These capabilities reduce document processing time, improve communication among departments, and support faster administrative decision making.

The review also found that e-office systems strengthen transparency and accountability by creating secure electronic records that are easier to retrieve, monitor, and audit than traditional paper files. In Tanzania, digital governance initiatives such as electronic payment and administrative platforms have contributed to improved financial management, record keeping, and institutional accountability, although the extent of implementation varies across institutions. The summary of findings is in Table 1

Despite these benefits, the literature consistently identifies several barriers affecting successful implementation. The most frequently reported challenges include inadequate ICT infrastructure, unstable internet connectivity, limited financial resources, insufficient digital competencies among public servants, cybersecurity concerns, and organizational resistance to change. These constraints reduce system utilization and limit the expected improvements in administrative efficiency and service delivery.

Table 1: E-Office Management in Improving Service Delivery

Source	Year	Location	Key Findings	Research Gap
Kashaija	2023	Tanzania (Ministry of Finance)	The introduction of an electronic office management system improved document retrieval efficiency and significantly reduced the time required for file movement between departments, thereby facilitating faster administrative decision-making processes.	The study focuses primarily on a single ministry and does not examine the implementation of e-office systems across multiple public institutions.
Hamadi et al.	2025	Tanzania (Tanzania Posts Corporation)	E-government initiatives improved institutional efficiency and customer service delivery, but the effectiveness of digital systems was constrained by limited digital skills, inadequate ICT infrastructure, and organizational capacity challenges.	The research focuses broadly on e-government initiatives rather than specifically examining internal electronic office management systems.
Mtebe & Sausi	2021	Tanzania (271 public institutions)	The Government Electronic Payment Gateway improved transparency and increased government revenue collection by more than 44%, demonstrating the effectiveness of digital platforms in strengthening public financial management.	The study focuses on financial management systems rather than internal administrative workflow systems such as e-office platforms.

Kipingu & Shayo	2022	Tanzania (Immigration Department)	Implementation of digital immigration management systems significantly reduced passport processing time from more than seven days to approximately three days and improved accessibility of services for citizens.	The study emphasizes service delivery platforms and does not explore internal office automation systems that support administrative coordination.
Omweri	2025	Global South (multi-country review)	Digital governance initiatives significantly enhance institutional effectiveness, improve citizen access to public services, and support achievement of sustainable development goals.	The study provides a broad international perspective but offers limited contextual analysis of digital office systems in Tanzania.
Mensah et al.	2024	Africa (African Union member states)	E-government initiatives contribute to improved administrative efficiency and governance outcomes across African countries, though the level of digital adoption varies significantly across institutions and countries.	The research focuses on national-level digital governance indicators and does not analyse the impact of institution-level electronic office management systems.

The thematic analysis (Table 2) grouped the findings into four major themes: administrative efficiency, transparency and accountability, service delivery improvement, and implementation challenges. Across the reviewed studies, administrative efficiency emerged as the most consistently reported outcome, followed by improved institutional transparency through digital record management. However, successful implementation depended largely on organizational readiness, leadership support, staff capacity, and the availability of appropriate technological infrastructure.

Table 2: Thematic Analysis of E-Office Systems and Service Delivery

Theme	Findings (Benefits)	Findings (Challenges)	Source
Administrative efficiency	E-office systems automate document processing, reduce paperwork, and enable faster retrieval of institutional records. Digital file tracking improves coordination among departments and significantly shortens decision-making cycles in public institutions.	In some institutions, incomplete system integration with existing administrative processes limits the full realization of efficiency gains.	Kashaija (2023); Mergel et al. (2021)

Transparency and accountability	Digital records create traceable documentation of administrative processes, making it easier to audit decisions and monitor institutional performance. This improves transparency and reduces opportunities for corruption or manipulation of records.	Weak regulatory frameworks and limited data governance mechanisms may expose institutions to risks related to information misuse or weak accountability enforcement.	Mensah et al. (2024); United Nations (2022)
Service delivery improvement	Digital governance systems enable faster processing of public services such as licensing, passport applications, and administrative approvals. Citizens experience reduced waiting time and improved access to services.	Unequal access to digital services, particularly in rural areas with limited internet connectivity, may restrict the inclusiveness of digital service delivery.	Kipingu & Shayo (2022); Omweri (2025)
Financial transparency and revenue management	Digital payment platforms strengthen financial accountability and improve monitoring of government transactions. In Tanzania, electronic payment systems significantly increased public revenue collection and reduced financial leakages.	Integration challenges between financial management platforms and other administrative systems can limit operational efficiency across institutions.	Mtebe & Sausi (2021)
ICT infrastructure capacity	Investment in digital infrastructure enables public institutions to modernize administrative systems and enhance internal communication through integrated information platforms.	Many public institutions continue to face inadequate ICT infrastructure, unreliable internet connectivity, and insufficient technological equipment, which undermine system performance.	Hamadi et al. (2025); World Bank (2021)
Human capacity and digital literacy	Training and digital skill development among public servants enhances effective utilization of e-office systems and improves institutional productivity.	Limited digital literacy and insufficient training among staff often result in underutilization of digital platforms and resistance to new technologies.	Mensah et al. (2024); United Nations (2022)
Organizational change and innovation	Adoption of digital systems encourages innovation in administrative processes and supports data-driven management practices in public institutions.	Organizational resistance to change and entrenched bureaucratic culture may slow the adoption and effective implementation of e-office systems.	Mergel et al. (2021); Omweri (2025)

The review further identified a notable knowledge gap in Tanzania. Most existing studies examine broader e-government initiatives, including electronic payment systems, procurement platforms, and online public services, while relatively little empirical attention has been given to internal e-office management systems. Consequently, evidence on how e-office systems influence workflow efficiency, administrative

coordination, and service delivery within Tanzanian public institutions remains limited. This finding highlights the need for institution-level studies that evaluate the implementation and long-term effects of e-office systems

Discussion

The findings suggest that e-office systems should not be viewed merely as technological tools but as organizational capabilities that support effective public administration. Their greatest contribution lies in improving internal administrative processes that ultimately determine the quality and timeliness of public service delivery. Efficient document management, integrated workflows, and timely access to information enable public institutions to make faster decisions, strengthen accountability, and respond more effectively to citizens' needs.

The review also demonstrates that technological investment alone is insufficient to achieve sustainable digital transformation. The benefits of e-office systems are realized only when technology is complemented by adequate ICT infrastructure, competent personnel, supportive leadership, and effective organizational policies. This observation supports both the Technology–Organization–Environment (TOE) Framework and the Resource-Based View (RBV), which emphasize that successful technology adoption depends on organizational readiness and the effective utilization of strategic resources rather than technology alone.

The implementation challenges identified across the reviewed studies further indicate that digital transformation is primarily an organizational change process. Weak digital skills, resistance to change, inadequate technical support, and limited financial resources reduce user acceptance and prevent institutions from fully utilizing available technologies. These findings suggest that public sector reforms should place equal emphasis on capacity building, leadership commitment, change management, and continuous system improvement alongside investments in digital infrastructure.

The review also has important policy implications for Tanzania. Although considerable progress has been made in expanding digital government initiatives, current evidence remains heavily concentrated on citizen-facing platforms. Limited attention has been devoted to evaluating internal administrative systems despite their critical role in supporting efficient public service delivery. Future policies should therefore encourage integrated digital governance strategies that strengthen internal administrative processes while ensuring interoperability, cybersecurity, and continuous staff development.

Finally, the identified research gap presents an opportunity for future empirical studies. Comparative research across ministries, departments, agencies, and local government authorities would provide stronger evidence on how e-office systems influence organizational performance under different institutional contexts. Such evidence would support policymakers and public managers in designing more effective digital governance strategies that enhance administrative efficiency, accountability, and service delivery.

Conclusion

This systematic review examined existing literature on the role of e-office management systems in improving service delivery within public institutions in Tanzania. The evidence reviewed indicates that digital administrative platforms contribute to improvements in operational efficiency, document management, transparency, and the speed of decision-making within government organizations. These

findings reinforce the broader digital governance literature which argues that ICT-enabled administrative systems can enhance institutional performance by reducing bureaucratic delays, improving information accessibility, and strengthening internal coordination among departments.

However, a critical insight emerging from the review is the significant research gap regarding institution-level analysis of e-office management systems in the Tanzanian public sector. Most existing studies focus on broader e-government platforms such as digital payment systems, immigration management systems, and online service portals. While these studies provide valuable evidence on digital service delivery platforms, they offer limited empirical understanding of how internal electronic office systems influence administrative workflow efficiency and service delivery outcomes within public institutions. Consequently, the specific managerial and organizational impacts of e-office systems such as improvements in internal communication, workflow automation, and administrative coordination remain insufficiently documented in the scholarly literature.

This gap suggests that current knowledge on digital governance in Tanzania is skewed toward citizen-facing platforms while internal administrative digitalization receives comparatively limited academic attention. From a public management perspective, this represents an important limitation because the effectiveness of external service delivery systems often depends on the efficiency of internal administrative processes that support them. Therefore, future research should prioritize empirical investigations of e-office implementation across multiple ministries, departments, and agencies in order to generate more comprehensive evidence on how internal digital administrative systems contribute to improved public sector efficiency and service delivery in Tanzania.

Recommendations

To maximize the benefits of e-office management systems in public institutions, the government should strengthen digital governance by investing in reliable ICT infrastructure, including stable internet connectivity, modern computer equipment, and secure data management systems that support effective system operation. Public institutions should simultaneously prioritize continuous capacity-building initiatives aimed at improving digital competencies among public servants so that employees are able to effectively operate and utilize electronic administrative platforms. In addition, policymakers should promote greater integration and interoperability between e-office systems and other existing e-government platforms in order to enhance coordination, improve information sharing, and streamline administrative processes across government institutions. Strengthening national cybersecurity and digital governance frameworks is also essential to safeguard sensitive government information and ensure the sustainability and trustworthiness of digital administrative systems. Finally, future research should undertake empirical and comparative case studies across multiple public institutions to generate more robust evidence on the long-term organizational and service delivery impacts of e-office implementation in Tanzania.

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