

Challenges of Digital Transformation in the Public Sector: Focus on Process Orchestration

Ján Papula

Professor, Ph.D, Faculty of Managementu, Comenius University Bratislava, Slovakia

Zuzana Papulová

Faculty of Managementu, Comenius University Bratislava, Slovakia

Andrea Gažová

Faculty of Managementu, Comenius University Bratislava, Slovakia

Abstract:

Digital transformation in public administration has emerged as a critical component of modern governance, aiming to improve efficiency, transparency, and citizen engagement. However, as the Slovak experience demonstrates, the practical realization of these goals often falls short of the holistic vision outlined in theoretical models of e-government and enterprise architecture. Drawing on three empirical examples of digitalization projects in Slovakia, this study identifies recurring structural and procedural barriers that impede systemic transformation. The findings reveal that digital initiatives remain partial and isolated, focusing on technical modernization without adequate process orchestration across administrative boundaries. These fragmented solutions often replicate legacy inefficiencies in digital form rather than enabling seamless end-to-end service delivery. The absence of comprehensive process reengineering, insufficient governance models for digital ecosystems, and resistance within bureaucratic structures further limit transformative potential. By aligning the theoretical principles of digital transformation with practical observations from the Slovak context, this paper argues for a paradigm shift toward orchestrated, end-to-end process transformation. The results underscore that sustainable digital transformation in public administration cannot be achieved through fragmented initiatives but requires a strategic, systemic, and governance-driven approach that integrates technological innovation with organizational and cultural change.

Keywords:

Digital transformation, e-government, enterprise architecture, process orchestration.