

Challenges Facing E-Government Initiatives on Public Service Delivery in Tanzania Public Organisations: A Case of Tanzania Posts Corporation Head Office

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Abstract: The study assessed Challenges facing e-government initiatives on public service delivery in Tanzanian public organizations, a case of Tanzania Posts Corporation Head Office. The objectives were to evaluate the level of digital services infrastructure implemented in enhancing service delivery by the Tanzania Posts Corporation Head Office, to examine the roles of capacity building and training of e-government initiatives on public service delivery. The study used both primary and secondary data and mixed approaches of both Qualitative and quantitative methods in analyzing the Challenges facing e-government initiatives on public service delivery in Tanzanian public organizations. This study was comprised of 102 respondents including members from Information and Communication Department (IT), Finance Department, Director of TPC, customers and Staff Members. Data were collected through questionnaires and interviews and it was analyzed by using Statistical Package for Social Science (SPSS) version 26 and thematic analysis. The study revealed that there was generally positive sentiment towards the accessibility and efficiency of digital services. However, it also identified several significant challenges that hinder the full potential of e-government initiatives. These challenges include inadequate digital literacy among users, poor internet connectivity, and insufficient government funding. The research emphasized the critical role of ongoing capacity building and training programs in enhancing public servant skills and fostering greater public trust in e-government services. In conclusion, this study underscored the necessity for targeted interventions to bridge the digital divide, particularly for marginalized communities, and emphasized the urgent need for comprehensive awareness campaigns to enhance public engagement with e-government services. Recommendations include investing in digital literacy programs, improving internet connectivity, allocating adequate funding for e-government initiatives, and fostering a culture of innovation within public organizations to reduce bureaucratic resistance.

Keywords: E-government initiatives, public service delivery, technological barrier, digital services infrastructure.

1. Introduction

The origins of e-government can be traced back to the emergence of computer technology in the 1960s and 1970s. During this period, governments began to adopt computers

primarily for administrative purposes, focusing on enhancing the efficiency of record-keeping and resource management within various agencies (Norris & Reddick, 2020).

E-government initiatives have emerged as critical tools for enhancing the efficiency and transparency of public administration in various countries. These initiatives utilize digital technologies to provide government services to citizens, streamline communication, and improve access to information. According to Weerakkody et al., (2018), e-government encompasses a range of technologies and practices, including the use of websites, mobile applications, and social media, aimed at facilitating interactive relationships between governments and citizens (Umezurike, 2024).

During the 20th century, e-government has emerged as a transformative opportunity facilitated by Information and Communication Technologies (ICTs), promoting good governance and development in both developed and developing countries. The implementation and impact of e-government initiatives vary significantly across nations, reflecting differences in technological infrastructure, human resource development, and strategic priorities (Mwakyusa, 2015).

Public service delivery, on the other hand, refers to the mechanisms through which government services are provided to the population. It encompasses a wide array of services, including health, education, transportation, and social welfare (OECD, 2021). The effectiveness of public service delivery is often evaluated based on criteria such as accessibility, efficiency, quality, and responsiveness. In recent years, there has been a growing recognition of the role that e-government initiatives can play in enhancing these aspects of service delivery.

In practice, the U.S. government has implemented various e-government initiatives that focus on streamlining processes and improving service quality. For instance, agencies have adopted digital platforms that allow citizens to access services online, such as applying for permits, filing taxes, and renewing licenses, which significantly reduces the time and effort required for these transactions (ITIF, 2022). The

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implementation of e-governance in USA began earnestly with the E-Government Act of 2002, which established a framework for federal agencies to adopt web-based applications and improve access to government services. This led to the development of digital platforms enabling citizens to perform tasks online, such as applying for permits, filing taxes, and renewing licenses, thus streamlining processes significantly. One major issue is the digital divide, where disparities in access to technology and internet connectivity are prominent among different socioeconomic groups, limiting equal participation in digital services (Sangki, 2018).

In China, the implementation of e-government initiatives has been a cornerstone of the government's strategy to enhance public service delivery and foster greater transparency and efficiency within the public sector (Zhang & Zheng, 2023). The Chinese government has made substantial investments in digital infrastructure, with the aim of integrating information technology into various aspects of governance. Since the early 2000s, the government has launched several initiatives, notably the "Internet Plus" strategy, which aims to leverage the internet to promote economic development and improve public services (State Council, 2015).

In Nigeria, the implementation of e-government initiatives has become increasingly vital for enhancing public service delivery and improving the overall efficiency of government operations (UNDP, 2022). The Nigerian government has recognized the importance of leveraging technology to streamline services and increase transparency, particularly in a country where bureaucratic inefficiencies and corruption have historically plagued public administration. The journey towards e-government in Nigeria began in earnest with the establishment of the National Information Technology Development Agency (NITDA) in 2001, which was tasked with promoting the use of information technology in various sectors, including government (NITDA, 2020).

In Tanzania, the implementation of e-government initiatives has been crucial for enhancing public service delivery and improving governance. The Tanzanian government has recognized the significance of using information and communication technology (ICT) to streamline operations, increase transparency, and make services more accessible to citizens. The journey toward e-government in Tanzania began with the National ICT Policy, established in 2003, which outlined the framework for integrating technology into government functions (Ministry of Information, Communication and Information Technology, 2023).

One of the key initiatives is the "e-Government Strategy," launched in 2013, which aims to promote the use of ICT in public sector service delivery to improve efficiency and effectiveness (e-Government Agency, 2022). This strategy focuses on developing a comprehensive digital infrastructure, enhancing online service delivery, and fostering citizen engagement through technology. A notable achievement under this initiative is the establishment of the "Government Online Services Portal," which provides access to various government services, including business registrations, tax payments, and licensing (e-Government Agency, 2022).

The Tanzania Posts Corporation (TPC) has taken significant strides in implementing e-government initiatives that are designed to enhance public service delivery within the country, recognizing the critical role that digital technologies play in transforming governance, increasing transparency, and improving access to various services for the citizenry (Mwalongo & Mhando, 2020). Central to the corporation's strategy is the development of a comprehensive digital infrastructure that underpins the delivery of government services; this infrastructure is not merely about establishing online platforms but also encompasses investments in vital information and communication technologies (ICTs) that allow for streamlined processes and better engagement between the government and its constituents (Mhando, 2020).

A. Statement of the Problem

Despite Tanzania's considerable investment in Information and Communication Technology (ICT) to support e-government initiatives, the efficiency and effectiveness of public service delivery remain a significant challenge. The government, through its National ICT Policy of 2016 and e-Government Strategy of 2022, aimed to enhance transparency, accountability, and service accessibility in public institutions. However, the actual implementation has been slow and uneven, particularly in state owned enterprises like the Tanzania Posts Corporation (TPC) (United Republic of Tanzania, 2016).

According to the e-Government Agency (eGA) Annual Performance Report 2022, only 56% of public institutions in Tanzania had implemented at least one e-service platform, and even fewer about 33% had fully functional systems that could handle end-to-end service delivery without manual intervention. The Tanzania Posts Corporation, though digitizing several services such as electronic money transfers and postal tracking systems, continues to face operational inefficiencies, delayed service responses, and low citizen satisfaction.

A recent Controller and Auditor General (CAG) report (2021/2022) also highlighted that over 40% of the ICT systems across selected public institutions, including TPC, suffer from poor integration and lack of regular updates hindering their intended impact. Additionally, a 2023 customer satisfaction survey by the Ministry of Communication and ICT revealed that only 45% of citizens were satisfied with the digital services offered by the Tanzania Posts Corporation, citing system downtimes, slow response rates, and limited user support as major barriers.

These persistent challenges contradict the goals of the Tanzania Development Vision 2025, which emphasizes ICT as a key enabler of efficient public service delivery. If such gaps continue, TPC and similar public organizations risk undermining the government's efforts toward digital transformation and citizen centric service delivery. It is therefore imperative to investigate the underlying challenges hindering the effectiveness of e-government initiatives at the Tanzania Posts Corporation Head Office, to inform strategic policy and technological interventions for improved public service delivery.

B. Research Objectives

- i. To evaluate the level of digital services infrastructure implemented in enhancing service delivery by the Tanzania Posts Corporation Head Office.
- ii. To examine the roles of capacity building and training of e-government initiatives on public service delivery.

2. Empirical Literature Review

A. Digital Services Infrastructure Implemented in Enhancing Service Delivery

Kuo et al. (2020), the integration of digital platforms significantly enhances the ability of organizations to provide more personalized services to their customers, which, in turn, can lead to higher levels of customer satisfaction as consumers feel that their individual needs and preferences are being acknowledged and addressed. This process of personalization is primarily facilitated through the utilization of data analytics, which allows organizations to gather and analyze vast amounts of consumer data, thereby enabling them to tailor their services and offerings specifically to meet the unique requirements and expectations of each individual consumer.

Hossain and Rahman (2021) highlight that the implementation of digital infrastructure plays a crucial role in significantly reducing operational costs and minimizing time delays, especially in sectors such as healthcare and retail, where efficiency is paramount. By automating routine tasks that would typically require manual intervention, organizations are able to streamline their processes, allowing for a more effective allocation of resources. This improved efficiency not only leads to cost savings but also enhances service delivery, as organizations can respond more swiftly to customer needs and operational demands, ultimately resulting in a better overall experience for consumers.

Kettunen and Kallio (2021) indicate that the utilization of digital platforms significantly enhances the ability to track and monitor service delivery processes, which in turn fosters a greater sense of trust between service providers and consumers. This improved transparency is particularly crucial in sectors such as government services, where maintaining public trust is of paramount importance; by ensuring that service delivery is visible and accountable, digital platforms help to cultivate confidence among citizens, ultimately leading to more effective governance and a stronger relationship between the public and the institutions that serve them.

Sharma and Singh (2023) emphasize that for organizations to maintain a competitive edge in today's fast-paced environment, they must continually adapt to emerging technologies and innovations. This ongoing adaptability is not merely advantageous but is essential for achieving sustained improvements in service delivery, as it enables organizations to respond effectively to changing consumer expectations, optimize operational processes, and leverage new tools that can enhance the overall customer experience, thereby ensuring that they remain relevant and effective in meeting the needs of their clients.

B. Roles of Capacity Building and Training of E-Government Initiatives on Public Service Delivery

Anderson (2019), Capacity building and training play critical roles in ensuring the successful implementation and sustainability of these digital initiatives. Scholars have noted that effective training programs can significantly improve the capabilities of public servants, leading to enhanced service delivery. The implementation of e-government initiatives requires a workforce that is not only technically proficient but also adept at navigating the complexities of digital platforms; thus, effective training programs become essential in equipping public servants with the necessary skills and knowledge to thrive in a rapidly evolving digital landscape. Scholars have consistently emphasized that when public servants participate in well-structured and comprehensive training programs, their competencies are notably enhanced, resulting in increased confidence and efficiency in their roles, which in turn leads to improved service delivery outcomes for the public.

Smith and Jones (2021) explain the critical role that capacity building initiatives play in crafting a robust framework within governmental institutions, which is inherently designed to foster adaptability and responsiveness to the ever-evolving landscape of technological changes. In an age where digital transformation is profoundly reshaping the ways in which public services are delivered, the ability of government agencies to swiftly adapt to these changes becomes a cornerstone of effective governance. As governments increasingly leverage a myriad of digital tools, such as online platforms and automated systems, to enhance citizen engagement, the necessity for a structured approach to capacity building becomes strikingly clear.

Martinez and Lopez (2023) assert that the engagement of various stakeholders in the training process for e-government initiatives is paramount, as their research reveals that such collaborative involvement leads to a more nuanced and comprehensive understanding of public needs. This engagement transcends the traditional confines of governmental institutions, inviting participation from diverse groups including community representatives, civil society organizations, and even the citizens themselves into the training ethos surrounding e-government solutions. By incorporating the insights and perspectives of these stakeholders, training programs can be tailored to address the specific challenges and expectations faced by the public, ultimately enhancing the relevance and effectiveness of implemented e-government solutions.

Williams (2024) emphasizes the critical importance of ongoing training as a key factor in maintaining efficient service delivery within the increasingly digital landscape of contemporary governance. In a world that is characterized by rapid technological advancements and evolving digital platforms, the need for public servants to continually enhance their skills cannot be overstated. Williams argues that ongoing training not only equips these individuals with the necessary technical proficiencies but also enables them to remain flexible and responsive to the complexities inherent in digital governance. As public services increasingly incorporate digital

tools, such as online communication channels, data analytics, and automated processes, the landscape of public administration transforms, requiring a workforce that is adept at managing these technologies.

Nguyen (2022) highlighted a critical concern regarding the implementation of e-government initiatives, noting that without adequate training, public servants are likely to encounter significant challenges in effectively utilizing the digital tools designed to enhance service delivery. This lack of preparedness can lead to a disconnect between the technological capabilities of e-government systems and the actual proficiency of the individuals tasked with operating them, ultimately undermining the intended benefits of these innovative solutions. Nguyen's findings suggest that insufficient training not only impairs public servants' ability to leverage e-government tools effectively, but it also diminishes the overall effectiveness of service delivery itself.

3. Methodology

The research methodology adopted in this study employed a mixed-methods approach, integrating both quantitative and qualitative data to comprehensively assess the Challenges facing e-government initiatives on public service delivery in Tanzanian public organizations, a case of Tanzania Posts Corporation Head Office. The study was conducted at Tanzania Posts Corporation Head Office where it is located at Posta House, 7 Ghana Street, Kivukoni Ward in Ilala City Council, found in Dar es Salaam region in Tanzania. The rationale for selecting Tanzania Posts Corporation Head Office is that it serves as a critical channel for communication and information dissemination across the country, making it an ideal case study for examining how e-government can enhance service delivery. The target population consisted of 136 respondents, including members from Information and Communication Department (IT), Finance Department, Director of TPC, customers and Staff Members and a sample size of 102 respondents was determined using Slovin's formula. Data collection involved structured questionnaires, which provided quantitative insights through Likert-scale items, alongside qualitative interviews that offered deeper contextual understanding. The analysis of the quantitative data was performed using the Statistical Package for the Social Sciences (SPSS), allowing for the calculation of descriptive statistics and correlations, while qualitative data was analyzed through thematic content analysis to capture the nuanced experiences of participants. To ensure the validity and reliability of the instruments, the study underwent pre-testing and expert review, and ethical considerations were meticulously adhered to, including obtaining informed consent

and ensuring confidentiality, thereby reinforcing the integrity of the research process.

4. Data Presentation, Analysis and Discussion

A. To Evaluate the Level of Digital Services Infrastructure Implemented in Enhancing Service Delivery by the Tanzania Posts Corporation Head Office

Respondents were required to examine the level of digital services infrastructure implemented in enhancing service delivery by Tanzania Posts Corporation. The respondents were also asked to indicate the extent to which they agreed/disagreed with the question items by following 5 likert scale where; 1=strongly agreed, 2=agreed, 3=undecided, 4=disagreed and 5=strongly disagreed. The responses on extend to which digital services infrastructure implemented in Tanzania Posts Corporation were summarized and presented in table 1 below.

B. The Following is the Analysis of the Objective One

The finding presented in Table 1 regarding the statement "Digital services offered by the government are easy to access" reveal a clear and positive sentiment among respondents, with 52 individuals (63.4%) strongly agreed and an additional 23 (28%) agreed, while only 4 respondents (4.9%) disagreed and 3 (3.7%) remained undecided; this overwhelming majority is reflected in a remarkably high mean value of 1.5000, which indicated a strong consensus on the ease of accessibility, complemented by a standard deviation of 0.78959 that suggested a low variability in responses, thereby reinforcing the conclusion that the majority of respondents perceive government digital services as readily accessible. This positive assessment not only underscored the effectiveness of the digital initiatives implemented by the government but also highlighted the potential for increased users engagement and satisfaction, as high accessibility is essential for the successful adoption of e-government services; however, the presence of dissenting opinions, albeit minimal, calls for further investigation to understand the specific barriers that might hinder access for some users, emphasizing the need for continuous evaluation and improvement in order to ensure that all segments of the population can fully benefit from these digital services.

This finding concurred with those of (Sausi, et al., 2021) who evaluated users satisfaction with the e-payment gateway system (GePG) in Tanzania. Their finding revealed that while factors like trust in the system, information quality, and perceived usefulness positively influenced user satisfaction, service quality had a significant negative impact. This suggested that even with technological advancements, shortcomings in service delivery can undermine the overall user experience and

Table 1
Digital services infrastructure implemented in enhancing service delivery (Objective One)

Digital services infrastructure	1	2	3	4	5	Mean	Std. Deviation
Digital services offered by the government is easy to access	52	23	3	4	0	1.5000	.78959
Digital services have improved the efficiency of service delivery	40	42	0	0	0	1.5122	.50293
Have you experienced any technical issues while using the digital services?	43	22	0	11	6	1.9634	1.31886
Availability of digital services has reduced the time taken to receive services	50	21	5	6	0	1.5976	.90075
Government should invest more in improving digital services infrastructure	42	40	0	0	0	1.4878	.50293
Current digital service infrastructure meets the needs of its users effectively.	8	2	6	35	31	3.9634	1.20129
Total						1.8374	0.86938

Source: (Field Data, 2025)

potentially limit the widespread adoption of e-government services.

The finding from the study regarding the statement “Digital services have improved the efficiency of service delivery” revealed a strong endorsement among respondents, with 40 individuals (48.8%) strongly agreed and an additional 42 respondents (51.2%) agreed, resulting in a combined total of 82 respondents affirming the positive impact of digital services on efficiency; the very high mean value of 1.5122 indicated a robust consensus in favor of this assertion, while the standard deviation of 0.50293 suggested that responses were relatively consistent, reflecting a uniform belief among the participants that the implementation of digital services has indeed led to significant improvements in operational efficiency.

This overwhelming agreement can be attributed to several factors, including streamlined processes, reduced turnaround times, and enhanced accessibility of information, all of which contribute to a more effective and responsive service delivery framework, thereby underscoring the critical role that digital transformation plays in modernizing public services and fostering a more efficient interaction between government entities and the citizens they serve. This finding aligned with that of (KnE Social Sciences, 2025) finding indicated that the success of e-government implementation heavily depends on the development of digital infrastructure, human resource capacity, and the alignment of organizational structures at the regional level. This underscored the critical role of comprehensive planning and investment in ensuring that digital services not only improve efficiency but also effectively serve the needs of citizens.

The finding regarding the statement “Have you experienced any technical issues while using the digital services?” indicate a notable concern among respondents, with 43 individuals (52.4%) strongly agreed and 22 (26.8%) agreed, resulting in a significant majority acknowledging the presence of technical difficulties; the mean value of 1.9634 suggested a general consensus on the occurrence of these issues, while the standard deviation of 1.31886 highlighted a wider variability in responses, indicating that experiences with technical problems differ among users. This high level of agreement underlines a critical challenge for the implementation of digital services, as the reported technical issues could undermine overall user satisfaction and hinder the effectiveness of service delivery. The acknowledgment of such problems emphasizes the necessity for ongoing technical support and infrastructure improvements, as addressing these concerns is essential for enhancing user experience and ensuring that digital services fulfill their intended purpose of providing efficient and reliable public service delivery. This concept is supported by a recent study by those of (Mtebe and Raisamo 2023) found that inadequate technical support and infrastructure deficits can lead to dissatisfaction and reduced trust in digital services, highlighting the importance of investing in robust systems and responsive support mechanisms.

The finding regarding the statement “Availability of digital services has reduced the time taken to receive services” reflect a strong positive sentiment among respondents, with 42

individuals (51.2%) strongly agreed and 40 (48.8%) agreed, resulting in a combined total of 82 respondents affirming this assertion; the very high mean value of 1.4878 underscored a robust consensus that the implementation of digital services has indeed led to a significant reduction in the time required to access services, while the low standard deviation of 0.50293 indicated a high level of agreement among participants, suggesting that their experiences are largely uniform. This perception of improved efficiency can be attributed to several factors, such as streamlined processes, reduced bureaucratic delays, and enhanced accessibility to information, all of which contribute to quicker service delivery at the Tanzania Posts Corporation (TPC). The acknowledgment that digital services have effectively minimized waiting times not only highlighted the success of these initiatives in improving operational efficiency but also underscored the potential for increased user satisfaction and engagement, as timely access to services is crucial in fostering positive interactions between government entities and the citizens they serve. This finding is similar to those of (Al-Emran, et al., 2021), their finding indicate that when citizens can access services quickly and efficiently, they are more likely to perceive the government as responsive and attentive to their needs. This positive perception is essential for encouraging ongoing engagement with digital services and promoting a culture of active participation in governance.

Another finding of the study on a statement “Current digital service infrastructure meets the needs of its users effectively” denoted that 35 respondents disagreed, 31 strongly disagreed, 8 strongly agreed 6, undecided and 2 agreed. The respondent’s disagreed with a very high mean value of 3.9634 and a standard deviation of 1.20129, respectively. This denoted that the majority of respondents disagreed that current digital service infrastructure meets the needs of its users effectively because many respondents feel that the current infrastructure fails to adequately meet their needs, which could be attributed to factors such as insufficient features, lack of user-friendliness, or inadequate support services. The expressed dissatisfaction highlighted an urgent need for the Tanzania Posts Corporation to reassess and enhance its digital service offerings to better align with user expectations and requirements, ensuring that the infrastructure is not only functional but also responsive to the diverse needs of its user base. Addressing these concerns is essential for improving user satisfaction and ultimately enhancing the effectiveness of service delivery in the public sector. This finding concurred with those of (Mtebe and Mbelwa 2023), their finding suggest that when digital services do not provide the necessary tools or are difficult to navigate, users are less likely to engage with them fully. This disengagement can significantly impede the effectiveness of digital initiatives, undermining the intended benefits of improving service delivery.

Confidentiality was maintained during data collection. The study made sure that, study codes are used on the report instead of participants’ identifiable information such as names or job title. The pseudo-names used of the participants of the interviews were: RP1, RP2 to RP15. Face sheets that contained identifiable data, was removed from the completed survey

instruments (e.g., completed questionnaire), and was destroyed or deleted after use. However, data documents on hard copies were kept in locked locations (e.g., locked cabinets) and security codes was assigned to computerized documents.

In another development, an interview was conducted with the director of TPC, director of finance, Information and Communication Department (IT), on Challenges facing e-government initiatives on public service delivery in Tanzanian public organizations. A case of Tanzania Posts Corporation Head Office Results from the study showed that management by objectives.

Respondent RP1 said:

“The digital services infrastructure implemented by Tanzania Post Corporation has significantly enhanced service delivery, particularly in rural areas. With the introduction of mobile applications and online platforms, customers can now access postal services without having to travel long distances. For example, the ability to track parcels online has improved transparency and customer satisfaction”.

From the above finding implied that introduction of mobile applications and online platforms allows customers, especially those in rural areas, to access services without the need for long-distance travel. This innovation not only saves time but also reduces transportation costs, making postal services more accessible to underserved populations. Improved accessibility is crucial for enhancing the overall efficiency of service delivery, as it enables more individuals to engage with essential services that were previously difficult to reach. This finding aligned with those of Raza et al. (2022) highlighted the positive impact of mobile technology on service delivery in rural settings. Their study indicated that digital platforms can bridge the gap between service providers and rural communities, facilitating easier access to vital services. This increased accessibility is particularly important in regions where infrastructure may be lacking, as it empowers individuals to engage with public services more effectively.

Respondent RP2 said:

“Despite the progress made in enhancing digital services infrastructure at Tanzania Post Corporation, challenges remain, particularly concerning the digital divide. Many individuals, especially in marginalized communities, still lack access to the necessary technology or internet connectivity. This disparity limits the effectiveness of the implemented digital services”.

From the above finding revealed that Individuals in these communities often lack the resources, infrastructure, and skills necessary to engage with digital services effectively. This

exclusion not only limits their access to essential services but also perpetuates existing inequalities. The statement underscored the importance of identifying and addressing the unique challenges faced by these populations. To create a more equitable digital landscape, e-government initiatives must prioritize outreach and support for marginalized communities, ensuring they are not left behind in the transition to digital service delivery. This finding concurred with those of Zinn et al. (2023), indicating that marginalized populations often face compounded challenges when attempting to access digital services. Their finding suggested that without targeted interventions to improve digital literacy and infrastructure, these communities risk further marginalization, which can exacerbate socio-economic disparities.

To examine the roles of capacity building and training of e-government initiatives on public service delivery.

Table 2 below displays the finding of objective one, which aimed to examine the roles of capacity building and training of e-government initiatives on public service delivery Tanzania Post Corporation. The results are presented in Table 2 as follows:

Another finding on “Capacity building programs significantly improve the skills of the personnel involved in e-government initiatives” with 36 respondents strongly agreed, 26 agreed, 10 disagreed, 6 undecided and 4 strongly disagreed. The respondent’s agreed with a high mean value of 2.0244 and a standard deviation of 1.20673, respectively. This denoted that the majority of respondents agreed that capacity building programs significantly improve the skills of personnel involved in e-government initiatives because respondents believe capacity building efforts are crucial for enhancing the competencies of personnel involved in e-government initiatives, as such training can lead to improved knowledge, skills, and confidence in utilizing digital tools and technologies. This enhancement of skills is vital for the successful implementation and management of e-government services, ultimately contributing to more effective service delivery and better engagement with the public.

The recognition of the importance of capacity building underscored the necessity for ongoing investments in training and development to ensure that personnel are well-equipped to meet the evolving demands of digital governance. This finding aligned with those of Ndung'u et al. (2024), their study reveals that personnel equipped with the right skills and knowledge are better positioned to address challenges related to digital service delivery, ultimately leading to higher user satisfaction and trust in government services. Furthermore, the confidence gained

Table 2
Capacity building and training of e-government initiatives on public service delivery (Objective Two)

Capacity building and training of e-government initiatives	1	2	3	4	5	Mean	Std. Deviation
Capacity building programs significantly improve the skills of personnel involved in e-government initiatives	36	26	6	10	4	2.0244	1.20673
Training in e-government initiatives enhances the overall efficiency of public service delivery.	54	21	3	4	0	1.4756	.78921
Public servants adequately understand the benefits of e-government initiatives through training programs.	45	37	0	0	0	1.4512	.50068
Capacity building contributes to greater public trust in e-government services.	27	23	9	13	10	2.4634	1.40717
Regular training sessions are essential for adapting to new technologies in e-government.	52	27	3	0	0	1.4024	.56349
Capacity building initiatives lead to improved user satisfaction with public services.	45	19	6	11	1	1.8293	1.12002
Total						1.7744	0.9312

Source: (Field Data, 2025)

through training enables employees to leverage digital tools more effectively, facilitating innovation and responsiveness in service provision.

Finding from the statement “Training in e-government initiatives enhances the overall efficiency of public service delivery” showed that 54 respondents strongly agreed, 21 agreed, 4 disagreed and 3 undecided. The respondents strongly agreed with a very high mean value of 1.4756 and a standard deviation of .78921, respectively. This implied that the majority of respondents strongly agreed that training in e-government initiatives enhances the overall efficiency of public service delivery training equips personnel with essential skills and knowledge necessary for navigating the complexities of e-government services, thereby streamlining processes, reducing errors, and improving overall service delivery. The positive perception of training underscored its critical role in fostering an efficient public service environment, highlighting the importance of ongoing professional development to enhance the capabilities of personnel involved in e-government initiatives.

By investing in training, government entities can ensure that their staff are not only competent in utilizing digital tools but also adept at responding to the needs of citizens, ultimately leading to a more effective and responsive public service. This finding aligned with that of Osei *et al.* (2023) which indicated that the personnel who engage in continuous training are better prepared to adapt to new technologies and practices, which in turn enhances the overall effectiveness of public services. This adaptability is essential for addressing the dynamic challenges faced by government agencies, ensuring that they remain responsive and relevant in their service offerings.

Table 2 above on a statement “Public servants adequately understand the benefits of e-government initiatives through training programs” revealed that 45 respondents strongly agreed and 37 agreed. The respondent’s strongly agreed with a very high mean value of 1.4512 and a standard deviation of .50068, respectively. This implied that the majority of respondents strongly agreed that public servants adequately understand the benefits of e-government initiatives through training programs which play a crucial role in ensuring that public servants not only comprehend the functionalities of e-government services but also appreciate their potential benefits, such as improved service delivery, increased efficiency, and enhanced accessibility for citizens. To have knowledge about these benefits is essential for fostering a positive attitude toward e-government initiatives, as well-informed personnel are better equipped to implement and advocate for these changes. The finding highlight the importance of ongoing training as a foundational element in the successful adoption and optimization of e-government services within public administration.

This finding similar to those of Okwu *et al.* (2023) which highlighted that effective training not only informs public servants about the technical aspects of e-government systems but also instills a deeper understanding of their strategic value. When staff recognize how e-government can streamline processes and enhance user experience, they are more likely to

advocate for and effectively implement these services. This knowledge is vital for fostering a culture of innovation within government agencies, which can lead to more responsive and citizen-centered service delivery.

The finding of the study on the statement “Capacity building contributes to greater public trust in e-government services” the analysis revealed that 27 respondents strongly agreed, 23 agreed, 13 disagreed, 10 strongly disagreed and 7 undecided. The respondent’s agreed with a high mean value of 2.4634 and a standard deviation of 1.40717, respectively. This revealed that majority of respondents agreed that capacity building contributes to greater public trust in e-government services because the findings highlight the importance of capacity building in fostering a trusting relationship between the public and e-government services. By equipping personnel with the necessary skills and knowledge, capacity building can lead to more effective service delivery and better communication, ultimately contributing to increased public confidence. However, the mixed responses suggest that further efforts may be needed to demonstrate the tangible benefits of these initiatives to all stakeholders and to address any concerns that may hinder trust in e-government services. This finding concurred with those of Mwangi *et al.* (2023) who emphasized that a well-trained workforce can respond more effectively to citizen inquiries and concerns, leading to improved service delivery. This competency not only helps in resolving issues promptly but also reassures the public that their needs are being prioritized. As personnel demonstrate professionalism and efficiency, public confidence in e-government services naturally increases.

Also, the statement on “Regular training sessions are essential for adapting to new technologies in e-government” showed that 52 respondents strongly agreed and 27 agreed and 3 undecided. The respondent’s strongly agreed with a very high mean value of 1.4024 and a standard deviation of .56349, respectively. This revealed that the majority of respondents strongly agreed that regular training sessions are essential for adapting to new technologies in e-government due to regular training plays in ensuring that personnel are well-equipped to handle new technological advancements in e-government.

By facilitating ongoing learning and skill development, training sessions can help public servants stay current with emerging tools and practices, ultimately enhancing the efficiency and effectiveness of e-government services. The finding emphasize the need for sustained investment in training programs to foster adaptability and responsiveness in the face of rapid technological changes, thereby ensuring that public services continue to meet the needs of citizens effectively. This finding concurred with those of Kim and Lee (2023) which highlighted that continuous training not only improves technical skills but also fosters a culture of adaptability within government agencies. As new technologies emerge, personnel who participate in regular training are better prepared to integrate these innovations into their workflows. This adaptability is crucial for maintaining the relevance and responsiveness of e-government services in a fast-evolving digital landscape.

The finding of the study on a statement "Capacity building initiatives lead to improved user satisfaction with public services" denoted that 45 strongly agreed, 19 agreed, 11 disagreed, 6 undecided and 1 strongly disagreed. The respondent's agreed with a high mean value of 1.8293 and a standard deviation of 1.12002, respectively. This denoted that the majority of respondents agreed that capacity building initiatives lead to improved user satisfaction with public services primarily because such initiatives equip public servants with the essential skills and knowledge necessary to effectively engage with citizens, enhance the quality of service delivery, and foster a more responsive and accountable public administration; by providing comprehensive training and development opportunities, capacity building not only empowers personnel to better understand and utilize the tools and technologies associated with e-government, but also cultivates a culture of continuous improvement and professional growth, which translates into more efficient and user-friendly services that directly address the needs and expectations of the public, thereby ultimately contributing to higher levels of satisfaction and trust in government services. These finding aligned with those of Akinyiand Mutuma (2024) underscored that well-structured capacity building programs significantly enhance the competencies of public servants. When personnel are trained to understand and utilize the tools and technologies associated with e-government, they can provide more accurate and timely services. This, in turn, leads to higher levels of user satisfaction, as citizen's experience improved interactions with government agencies.

Respondent RP3 said:

"By equipping employees with the necessary skills to navigate digital platforms, we enhance their competence and confidence in using these tools. For instance, training sessions focused on digital literacy have empowered staff to engage more effectively with customers, leading to improved service delivery. When employees feel confident in their abilities, they are more likely to embrace digital processes, resulting in a smoother transition to e-government services and a more responsive public service overall".

The above finding revealed that by providing targeted training sessions aimed at improving digital literacy, organizations empower their staff to effectively navigate digital platforms. This empowerment is essential, as employees who possess the necessary skills are more likely to feel confident in their abilities. As confidence grows, employees become more willing to adopt and utilize digital tools, reducing resistance to change and fostering a proactive approach to learning. This creates a foundation for a workforce that is not only competent but also adaptable to future technological advancements. This finding similar to those of Smith and Johnson (2023) highlighted that enhanced digital literacy not only boosts employee confidence but also leads to greater productivity and efficiency within organizations. When staffs are well-equipped to handle digital platforms, they can perform their tasks more effectively, reducing the likelihood of errors and improving service delivery. This confidence translates into a more proactive approach to problem-solving and innovation, as

employees feel empowered to explore new solutions and engage with technology.

Respondent RP4 said:

"Many employees at Tanzania Post Corporation initially lacked familiarity with digital tools, which hindered the adoption of e-services. Targeted training programs have not only increased technological proficiency but also fostered a culture of continuous learning. By providing ongoing support and development opportunities, we ensure that staff are not only capable of using current systems but are also prepared to adapt to future innovations. This proactive approach is essential for enhancing public service delivery and meeting the evolving needs of citizens".

The above finding implied that initiatives have not only increased technological proficiency among employees but have also fostered a culture of continuous learning within the organization. By focusing on specific skill gaps and providing relevant training, employees are better equipped to utilize digital tools effectively. This empowerment enhances their confidence and engagement, leading to a smoother transition to e-services. This finding concurred with those of Patel and Gupta (2024) indicated that organizations that invest in targeted training not only see improvements in individual employee skills but also cultivate an environment where learning is valued and encouraged. This culture of continuous learning enables employees to stay updated with the latest technologies and practices, ensuring that the organization remains competitive in a rapidly evolving digital landscape.

5. Summary, Conclusion and Recommendations

A. Summary

The finding related to the first objective of this study, which sought to evaluate the level of digital services infrastructure implemented by the Tanzania Posts Corporation and its effectiveness in enhancing service delivery, revealed a nuanced understanding of how the integration of digital technologies not only transforms operational processes but also significantly influences user experiences and perceptions regarding the accessibility and efficiency of public services. The respondents overwhelmingly indicated a positive sentiment towards the digital services offered by the government, with a striking 63.4% expressing strong agreement that these services are easy to access, which was underscored by a high mean value of 1.5000, reflecting a robust consensus on the effectiveness of the digital infrastructure in facilitating user engagement while simultaneously demonstrating a low standard deviation of 0.78959 that indicated minimal variability in responses, suggesting that the majority of users share a similar optimistic view regarding accessibility.

The finding related to the second objective of this study, which aimed to examine the roles of capacity building and training in enhancing e-government initiatives within the Tanzania Posts Corporation, reveal a multifaceted impact on public service delivery characterized by substantial agreement among respondents regarding the significance of these initiatives in improving both individual competencies and

overall organizational effectiveness. The analysis indicated that a majority of respondents strongly endorsed the notion that capacity building programs significantly enhance the skills of personnel involved in e-government initiatives, as evidenced by a high mean value of 2.0244 and a standard deviation of 1.20673, which reflected a consensus that these training efforts are crucial for equipping staff with the necessary knowledge and capabilities to navigate the complexities associated with digital governance. Furthermore, the finding suggest that training in e-government initiatives not only enhances the overall efficiency of public service delivery but also fosters a deeper understanding among public servants regarding the benefits of such initiatives, which is underscored by a very high mean value of 1.4756, suggesting that personnel see the direct correlation between their training and improvements in service provision.

B. Conclusions

The study on the challenges facing e-government initiatives in enhancing public service delivery at the Tanzania Posts Corporation has provided a comprehensive analysis that underscored the intricate interplay between technological infrastructure, capacity building, and the socio-economic landscape impacting user engagement and satisfaction. The finding reveal a notable consensus among respondents regarding the accessibility and efficiency of digital services, with a significant majority affirming that the initiatives have improved service delivery, particularly in terms of reducing wait times and enhancing transparency; however, this positive sentiment is tempered by the recognition of persistent challenges, such as inadequate digital literacy among users, poor internet connectivity, and insufficient funding, which collectively hinder the full realization of the potential benefits of e-government.

Also, the study highlighted the critical importance of ongoing capacity building and training programs, which not only enhance the skills of personnel but also foster a culture of adaptability and responsiveness within the organization, ensuring that public servants are well-equipped to navigate the complexities of modern digital governance; this is essential for building public trust in e-government services, as citizens are more likely to engage with digital platforms when they perceive that their needs are understood and addressed effectively.

C. Recommendations

The study proposes the following recommendations:

1. Implementing comprehensive training initiatives to improve digital skills among public servants and citizens is essential. This will empower employees to utilize e-government platforms effectively, enhancing service delivery and user satisfaction.
 2. Prioritizing investments in telecommunications infrastructure, especially in rural areas, is crucial. Collaborating with private sector partners to expand network coverage will ensure that all citizens can reliably access e-government services and information.
 3. Establishing a dedicated budget for technology upgrades, training programs, and support services will address the insufficient resources that hinder effective implementation, ensuring the sustainability and success of e-government initiatives.
- Launching targeted campaigns to educate citizens about available digital services, emphasizing their benefits and accessibility, will help bridge the awareness gap and encourage greater participation in e-governance, ultimately improving public engagement.

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