REVISTA INVECOM
ISSN en línea: 2739-0063

Impact of digital government on healthcare job performance

Impacto del gobierno digital en el desempeño laboral sanitario

Received: 26/04/2026 - **Accepted:** 22/07/2026

Clodoaldo Delusbe Sihuincha Pumacahua
https://orcid.org/0009-0007-0874-8725
csihuincha@ucvvirtual.edu.pe
Universidad César Vallejo. Lima, Peru

Jessica Lila Rivera Ynoñan
https://orcid.org/0009-0005-3519-2721
jlrivera@ucvvirtual.edu.pe
Universidad César Vallejo. Lima, Peru

Abstract

Digital government has become a central pillar of contemporary public sector reforms, incorporating digital technologies to transform administrative processes and improve service delivery. However, the evidence regarding its impact on the job performance of public employees, particularly in the health sector, is heterogeneous and fragmented. The objective of this study is to systematically analyze the empirical evidence published between 2019 and 2026 on the relationship between digital government and job performance in public institutions, with an emphasis on the health sector. A systematic review was conducted following the PRISMA 2020 guidelines, using searches in the SciELO, Scopus, and Web of Science databases. Forty studies that explicitly analyzed the relationship between digital government and job performance in the public sector were included. The findings reveal that digital government positively impacts job performance through operational efficiency, transparency, and the modernization of administrative processes. Digital training, organizational leadership, and technological infrastructure were identified as enabling factors, while the main barriers include resistance to change, the digital divide, and a lack of alignment between digital systems and work processes. In the healthcare sector, telemedicine and hospital information systems are emerging as key tools, although they face significant implementation challenges. Digital government is a catalyst for job performance in the public sector; however, its effectiveness depends on the integration of technological investment, the development of digital capabilities, and organizational cultural changes.

Keywords: digital government, job performance, public sector.

Resumen

El gobierno digital se ha posicionado como un eje central de las reformas contemporáneas del sector público, incorporando tecnologías digitales para transformar procesos administrativos y mejorar la provisión de servicios. Sin embargo, la evidencia sobre su impacto en el desempeño laboral de los colaboradores públicos, particularmente en el sector salud, resulta heterogénea y fragmentada. El objetivo de este estudio es analizar sistemáticamente la evidencia empírica publicada entre 2019 y 2026 sobre la relación entre el gobierno digital y el desempeño laboral en instituciones públicas, con énfasis en el ámbito de la salud. Se realizó una revisión sistemática siguiendo las directrices PRISMA 2020, mediante búsquedas en las bases de datos SciELO, Scopus y Web of Science. Se incluyeron 40 estudios que analizaron explícitamente la relación entre gobierno digital y desempeño laboral en el sector público. Los hallazgos revelan que el gobierno digital impacta positivamente el desempeño laboral a través de la eficiencia operativa, la transparencia y la modernización de procesos administrativos. Se identificaron como factores facilitadores la capacitación digital, el liderazgo organizacional y la infraestructura tecnológica, mientras que las principales barreras incluyen la resistencia al cambio, la brecha digital y la falta de alineación entre sistemas digitales y procesos de trabajo. En el sector salud, la telemedicina y los sistemas de información hospitalaria emergen como herramientas clave, aunque enfrentan desafíos significativos de implementación. El gobierno digital constituye un catalizador del desempeño laboral en el sector público; no

obstante, su efectividad depende de la articulación entre inversión tecnológica, desarrollo de capacidades digitales y cambios culturales organizacionales.

Palabras clave: gobierno digital, desempeño laboral, sector público.

Introduction

Public health systems face mounting challenges in administrative efficiency, clinical information interoperability, and service quality. Against this backdrop, digital government (DG) has emerged as a key dimension of public-sector modernization, enabling administrations to adapt their processes, services, and mechanisms for engaging with citizens. Several studies frame DG as an evolution of e-government within the broader process of state digital transformation, one in which technology ceases to be a merely functional tool and instead becomes a driver of institutional reorganization, interoperability, data governance, and public value creation. This view draws on Mergel et al. (2019), who argue that digital transformation requires the alignment of technological, organizational, and human layers.

This need is especially pressing in public health institutions, where shortfalls in job performance can compromise epidemiological surveillance, timely patient care, clinical information management, and service continuity during emergencies or contingencies. Job performance should therefore be understood as a multidimensional construct encompassing operational efficiency (productivity), work quality, responsiveness, the fulfillment of objectives and goals, and contextual performance; together, these dimensions provide a comprehensive basis for assessing staff members' contribution to institutional goals.

Although the literature on digital government has expanded considerably, most studies have concentrated on infrastructure, platform adoption, and citizen satisfaction, leaving the impact of digital government on the job performance of public employees comparatively underexplored. This gap is particularly relevant in the health sector, where digital transformation must also contend with interoperability, security and privacy, digital competencies, information management, and organizational change. Accordingly, a systematic review of the empirical evidence (2019–2026) was conducted on the relationship between digital government and job performance in public health institutions, drawing on a search that identified 74 records and selected 40 studies for qualitative synthesis.

Methods

This study consisted of a systematic literature review with a documentary approach and a narrative-thematic synthesis, aimed at identifying, selecting, appraising, and synthesizing the available empirical evidence on the relationship between digital government and job performance in public health institutions. It was designed as a secondary study, drawing exclusively on previously published scientific research, with the purpose of critically integrating and analyzing the main findings reported in the specialized literature.

The methodological process followed the guidelines set out in the PRISMA 2020 statement (Preferred Reporting Items for Systematic Reviews and Meta-Analyses) (Page et al., 2021) and the recommendations of the Cochrane Handbook for Systematic Reviews, ensuring transparency, reproducibility, and rigor throughout the search, selection, appraisal, and synthesis stages. Given the methodological, conceptual, and statistical heterogeneity of the included studies, a meta-analysis was not feasible; a narrative-thematic synthesis was therefore adopted as the most suitable approach for integrating research with quantitative, qualitative, and mixed-methods designs.

The literature search was conducted in the Scopus, SciELO, and Web of Science databases, chosen for their broad international coverage, editorial quality, and relevance to research on public management, digital transformation, and health service administration. The search strategy was built using the Boolean operators *AND* and *OR*, combining Spanish- and English-language descriptors corresponding to the study variables and research context.

For the digital government variable, the following terms were used: "gobierno digital", "gobierno electrónico", "transformación digital", "gobernanza digital", "*digital government*", "*e-government*", "*digital governance*" and "*digital transformation*". For the job performance variable, the descriptors "desempeño laboral", "rendimiento laboral", "desempeño organizacional", "*job performance*", "*employee performance*" and "*work performance*" were used. To delimit the scope of the study, the terms "sector público", "instituciones públicas", "salud pública", "sector salud", "*public sector*" and "*public health*".

The general search string used was as follows: ("*digital government*" *OR* "*e-government*" *OR* "*digital governance*" *OR* "*digital transformation*" *OR* "gobierno digital" *OR* "gobierno electrónico" *OR* "transformación digital") *AND* ("*job performance*" *OR* "*employee performance*" *OR* "*work performance*" *OR* "desempeño laboral"

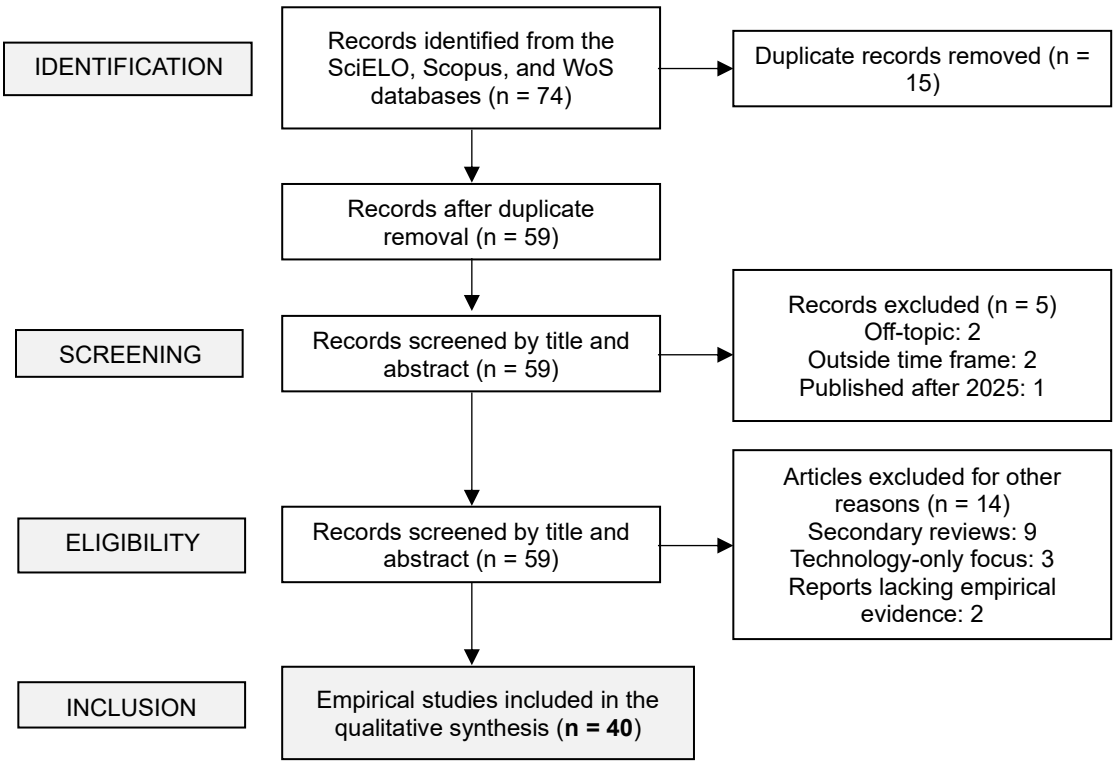
OR "rendimiento laboral" *OR* "desempeño organizacional") *AND* ("*public health*" *OR* "*public sector*" *OR* "*health sector*" *OR* "salud pública" *OR* "sector salud" *OR* "instituciones públicas").

This strategy was adapted to the specific syntax of each database, taking into account differences in search fields, operators, and available filters. Only scientific articles published between January 2019 and June 2026, written in Spanish or English and indexed in the selected databases, were included, a period that concentrates the bulk of research on digital transformation as applied to public health management.

The evidence selection process followed the four phases proposed by the PRISMA 2020 statement, namely identification, screening, eligibility, and inclusion. During the identification phase, 74 records were retrieved from the selected databases. Fifteen duplicate records were then removed, leaving 59 studies for the screening phase. Titles and abstracts were reviewed at this stage, and five publications were excluded for not meeting the thematic or temporal relevance criteria. As a result, 54 articles were assessed in full text during the eligibility phase. Finally, 14 studies were excluded because they were secondary reviews, took an exclusively technological approach without examining job performance, or lacked sufficient empirical evidence. The systematic review therefore comprised 40 studies, which formed the basis for the qualitative synthesis of the evidence.

Figure 1

PRISMA 2020 flow diagram of the selection process



Source. Own elaboration

Data extraction was carried out using an analysis matrix designed specifically for this review, which allowed the key data from each study to be organized systematically. The variables recorded included author, year of publication, country, institutional context, methodological design, variables analyzed, dimensions of digital government, dimensions of job performance, data collection instruments, main results, and conclusions.

The information was then integrated through a narrative-thematic synthesis, grouping the findings into five analytical categories: operational efficiency, work quality, responsiveness, fulfillment of institutional objectives, and contextual performance. The analysis also identified recurring mediating variables reported in the literature, including public servants' digital competencies, institutional leadership for digital transformation, the quality of digital services, records management, information interoperability, and data governance policies, all of which help explain DG's influence on job performance in the public health sector.

The data synthesis itself was carried out using a matrix comprising the following fields: author; year; country; institutional sector; methodological design; variables; dimensions of digital government; dimensions of job performance; instruments; results; and conclusions. This narrative-thematic synthesis presented the evidence grouped into five categories: operational efficiency; work quality; responsiveness; attainment of established objectives; and contextual performance.

The following mediating variables were also identified: public officials' perceptions of their own digital skills; institutional leadership regarding the use of digital technology and digital services delivered to the general population; the quality of the documentation needed to demonstrate individual and collective performance in relation to established objectives; and government policy based on the state's use of its own data to increase the efficiency of the activities public officials carry out for DG.

As this systematic review was based on previously published studies, neither informed consent nor ethics committee approval was required. Even so, the principles of scientific integrity, methodological transparency, proper citation, and responsible use of secondary sources were upheld throughout. Sound academic research practices were followed, and APA 7th edition formatting was used to attribute ideas, data, and results.

Results

The systematic review integrated a total of 40 studies published between 2019 and June 2026, which formed the basis for analyzing the relationship between digital government and job performance in the public health sector. Scientific output showed a rising trend over the period analyzed, concentrated mainly between 2024 and 2025, years in which 21 studies were published (52.5%). Fifteen studies (37.5%) were identified between 2022 and 2023, while output in the earlier years was considerably lower, with only one study published in 2019. This temporal distribution points to sustained growth in scientific interest in the impact of digital transformation on the management and performance of public employees, particularly in the health sector.

Regarding the characteristics of the publications, 26 studies (65.0%) were published in Spanish and 14 (35.0%) in English. In terms of indexing source, SciELO accounted for the largest share of studies (18), followed by Scopus (13) and Web of Science (9), reflecting a substantial body of research produced in Latin America and complemented by international evidence indexed in high-impact databases.

With respect to institutional context, all 40 studies were conducted in public-sector organizations; of these, 12 focused specifically on health-sector institutions, 19 addressed general public agencies, and 9 examined multisectoral contexts with implications for public management. Methodologically, quantitative approaches predominated (18 studies), followed by qualitative, documentary, and systematic-review studies, with non-experimental correlational designs being the most commonly used to examine the relationships among the variables analyzed.

Table 1 below summarizes the methodological characteristics of the 40 studies included in the systematic review, covering aspects such as author, year, country, study context, methodological design, variables analyzed, and instruments used. This information provides context for the scientific evidence underlying the results and sets the stage for the discussion that follows.

Table 1

Methodological characteristics of the 40 included studies

Author and year	Country/region	Objective	Methodological design	Sample/corpus	Main finding
Manoharan et al. (2023)	United States	To assess digital government performance in public administrations	Quantitative	Municipal government websites from multiple countries	Higher levels of digital government were associated with greater transparency, citizen participation, and public service quality.
Alvarado (2025)	Peru	To examine digital challenges in health care	Literature review	Health-sector studies	Interoperability and governance barriers persist.

Ampuero Salas & Pari Coaquira (2024)	Peru	To analyze the influence of digital government	Qualitative, case analysis	Local government	Digital government fostered institutional modernization.
Mergel et al. (2019)	Europe	To empirically define the concept of digital transformation in the public sector	Qualitative study based on semi-structured interviews	Documentary information and interviews	Identified progress made and implementation gaps.
Corcino Cerafin et al. (2025)	International	To review e-government and public processes	PRISMA systematic review	24 studies	E-government streamlined administrative processes.
Curioso (2019)	Latin America	To analyze training in digital health	Qualitative, case analysis	Regional experiences	Digital training is key to public health.
Espejo Briceño et al. (2022)	Peru	To relate digital government and teaching performance	Quantitative, correlational	Teachers	A relationship was found between digitalization and performance.
Espinoza Mero & Yoza Rodríguez (2024)	Ecuador	To assess public management and its performance	Mixed-methods, descriptive	Public servants	Modernization affected motivation and performance.
Scupola & Mergel (2022)	Denmark	To analyze how co-production contributes to the digital transformation of public administration	Qualitative case study based on interviews	40 interviews with executives, officials, digital policymakers, and representatives of national public agencies	Public-sector digital transformation generates greater public value when it incorporates co-production processes among government, citizens, and institutional actors.
Flores Huambo (2025)	Peru	To assess telework and state modernization	Quantitative, correlational-causal	Public servants	Accounted for 47.3% of job performance.
Frinaldi et al. (2023)	Indonesia	To identify digital barriers and drivers	Quantitative survey	Public organizations	Training and organizational change were key factors.
Ganoza Alemán (2025)	Peru	To relate digital government and business management	Quantitative, correlational	Exporters	Showed a positive influence of digital government.
García-Salirrosas & Millones-Liza (2023)	Peru	To analyze technology acceptance and performance	Quantitative, correlational	Teleworkers	Reported Rho = 0.475, $p < 0.01$.

Handayani et al. (2025)	Indonesia	To analyze hospital systems and performance	Qualitative, observational	Hospital institutions	System integration improved efficiency and quality.
Huamán Coronel & Medina Sotelo (2022)	Peru	To examine public digital transformation	Bibliographic review	National literature	Identified active governance challenges.
Izaguirre-García et al. (2025)	Ecuador	To assess ICT and job performance	Mixed-methods, descriptive-correlational	Municipal governments	Reported a correlation of 0.79.
Jáuregui Iparraguirre (2025)	Peru	To review digital government and modernization	Systematic review	Studies on the state	Identified improvements made and remaining challenges.
Yunching Lau Li (2022)	Peru	To analyze the modernization of public management	Qualitative, interviews	Public officials	Modernization democratized state management.
Lersundy Carbó & Bulla Agudelo (2024)	Colombia	To analyze digital transformation in HR	Documentary analysis	Human resource management	AI and digitalization reshaped work processes.
Lyu et al. (2022)	China	To assess the digital economy and public health	Empirical, Tobit-DEA	31 provinces	The digital economy improved health service efficiency.
López-Solís et al. (2025)	Ecuador	To analyze human talent and digital transformation	Documentary	Specialized literature	Human resource management mediates digital performance.
Maliqueo Pérez et al. (2021)	Chile	To identify digital innovation barriers	Quantitative, survey	Companies/organizations	Resistance to change and inadequate training limited innovation.
Melendrez Campos et al. (2024)	Peru	To review public digital transformation	Narrative review	Studies of public agencies	Digitalization reduced administrative errors.
Collantes & Collantes (2022)	Peru	To determine the relationship between public policy and digital transformation in a municipality in the Amazonas region	Quantitative, non-experimental, cross-sectional correlational.	70 municipal management officials	Public policy was significantly related to digital transformation (Rho = 0.825; p < 0.001), evidencing a strong positive correlation.
Pachas Huaytan et al. (2024)	Peru	To analyze hospital digitalization	Mixed-methods	Public hospitals	Improved patient experience and efficiency.

Pérez (2024)	Panama	To examine digitalization in HR	Qualitative, documentary	Institutional documents	Digitalization calls for new competencies.
Ramos Quispe (2025)	Peru	To relate motivation and performance	Quantitative, correlational	Health sector	A relationship was found with performance, but not with productivity.
Rodríguez & López (2023)	Peru	To analyze digital government and citizen service	Qualitative, documentary	Public documents	Digital strategy requires institutional integration.
Ahn & Chen (2022)	United States	To analyze public employees' perceptions of digital transformation and AI adoption in government	Quantitative	Public-sector employees	Acceptance of AI and digital transformation depends on employees' perceptions of their benefits, risks, and effects on work.
Salirrosas Navarro et al. (2022)	Peru	To review digital government and modernization	Systematic review	Peruvian literature	Identified consensus between ICT and modernization.
Sangama Reyna (2024)	Latin America	To review digital transformation and governability	Systematic review	Regional studies	Digital governance gaps persist.
Socarras Peña et al. (2023)	International	To analyze the limits of digitalization in HR	Systematic review	HR studies	Transformation without human resource management is limited.
Tangi et al. (2020)	International	To analyze digital barriers and drivers	Socio-technical study	Public organizations	Digitalization requires rethinking the social system.
Ulum & Wulansari (2025)	Indonesia	To assess digital leadership and its effect on performance	Quantitative, descriptive	200 employees	Leadership and digital competence improved performance.
Valencia Julca et al. (2025)	Peru	To review modernization and performance	Systematic review	Public-sector studies	Modernization was linked to job performance.
Valeriano Carrasco (2025)	Peru	To relate modernization and performance	Quantitative, correlational	Public agency	A strong, significant relationship between variables.

Salazar Espinoza (2022)	Peru	To determine public officials' perceptions of the influence of digital government	Quantitative, descriptive	53 managers and public officials from the Yanacancha District Municipality (Pasco)	Digital government significantly influenced citizen participation; a positive relationship was found between digital government implementation and municipal management.
Zambrano & Zambrano (2023)	Ecuador	To assess ICT in local public management	Quantitative, survey	Local governments	ICT improved management, albeit with certain limitations.
Andersson, Hallin & Ivory (2022)	Sweden	To analyze the digitalization of public services and its impact on the organization of work	Qualitative study	Local government	Automation reorganizes work processes and improves administrative efficiency.
Morte-Nadal & Esteban-Navarro (2022).	Spain	To analyze the factors that favor digital inclusion in e-government services	Mixed-methods systematic review protocol (PRISMA-P)	Studies reviewed across nine international databases	Digital inclusion in e-government depends on strengthening digital competencies.

Source. Own elaboration based on the PRISMA 2020 systematic review

Discussion

The findings of this systematic review show that digital government functions as a strategic lever for strengthening job performance in the public sector, chiefly through the streamlining of administrative processes, institutional modernization, and stronger organizational responsiveness. Most of the studies reviewed indicate that adopting digital technologies fosters more efficient public management, raising the productivity of public servants and improving service delivery.

In the Peruvian context, studies such as those by Manoharan et al. (2023), Ampudero Salas and Pari Coaquira (2024), and Valeriano Carrasco (2025) converge in indicating that DG implementation strengthens institutional modernization and generates significant improvements in the performance of public agencies. These findings are consistent with the international evidence reported by Mergel et al. (2019) and Tangi et al. (2020), who argue that digital transformation requires organizational, technological, and managerial change to generate sustainable impacts on institutional performance.

In the public health sector, the evidence shows that digital government goes beyond the mere adoption of technological tools, becoming a factor that strengthens operational efficiency and the quality of health services. Studies conducted in Peru, Ecuador, and Indonesia show that the digitalization of clinical processes, the interoperability of information systems, and the adoption of digital platforms facilitate hospital management, shorten response times, and improve coordination among care units (Curioso, 2019; Handayani et al., 2025; Pachas Huaytan et al., 2024; Lyu et al., 2022; Izaguirre-García et al., 2025). Likewise, Flores Huambo (2025) found that technological modernization accounts for a substantial share of public servants' job performance, while Espejo Briceño et al. (2022) reported a positive relationship between digitalization and professional performance. Taken together, these findings suggest that DG not only improves institutional management but also strengthens individual worker performance through processes that are more efficient, timely, and coordinated.

The review also revealed that the impact of digital government on job performance hinges on a range of organizational and human factors. Among the main enabling factors are institutional leadership, public servants' digital competencies, ongoing training, and organizational change management. Research by Frinaldi et al. (2023), Maliqueo Pérez et al. (2021), Pérez (2024), Lersundy Carbó and Bulla Agudelo (2024), Socarras Peña et al. (2023), and Ulum and Wulansari (2025) similarly indicates that digital transformation yields better outcomes when accompanied by systematic training processes, digital capacity building, and innovation-oriented leadership. Complementing this, Rodríguez Alegre and López Padilla (2023), Huamán Coronel and Medina Sotelo (2022), and Sangama Reyna (2024) caution that the main obstacles to consolidating DG remain limited interoperability, institutional fragmentation, weak data governance, and resistance to organizational change.

Another notable finding is that the literature reviewed reveals growing convergence around the positive influence of digital transformation on job performance, although the explanatory mechanisms vary by institutional context. While some studies emphasize the effect of digitalization on productivity and efficiency (García-Salirrosas & Millones-Liza, 2023; Espinoza Mero & Yoza Rodríguez, 2024; Ganoza Alemán, 2025), others stress the importance of service quality, user satisfaction, and continuous process improvement (Corcino Cerafin et al., 2025; Melendrez Campos et al., 2024; Valencia Julca et al., 2025; Salirrosas Navarro et al., 2022). International research by López-Solís et al. (2025) and Tangi et al. (2020) likewise argues that digital transformation should be understood as a comprehensive organizational process, in which technology is only one of the components needed to achieve sustainable improvements in institutional performance.

Overall, the results of this review support the claim that digital government represents a key strategy for strengthening job performance in the public health sector; its effectiveness, however, hinges on aligning technological infrastructure, institutional leadership, digital competencies, and innovation policies geared toward continuous improvement. Taken together, the studies reviewed show that digital transformation enhances operational efficiency, work quality, responsiveness, and the fulfillment of institutional objectives, even as challenges related to interoperability, digital governance, and the consolidation of organizational capacities persist. These results provide evidence to inform public policies aimed at accelerating digital transformation in health institutions while also pointing to the need for longitudinal and comparative research that can shed further light on how digital government affects the different dimensions of job performance in public settings.

Conclusions

This systematic review brought together the available scientific evidence on the relationship between digital government and job performance in public health institutions. Analysis of the included studies showed that implementing digital transformation strategies strengthens the performance of public servants by modernizing administrative processes, optimizing institutional management, and improving service delivery. Taken as a whole, the findings confirm that DG is a strategic lever for driving efficiency and responsiveness in public health organizations.

Among the dimensions of job performance, operational efficiency received the strongest empirical support, given its association with process digitalization, procedural automation, and the reduction of manual tasks. The evidence likewise showed improvements in work quality, responsiveness, the fulfillment of institutional objectives, and contextual performance, particularly when digital transformation initiatives were accompanied by interoperability, data governance, institutional leadership, and the strengthening of public servants' digital competencies.

Lastly, the results support the conclusion that digital transformation in public health institutions must be understood as a socio-technical process, in which the adoption of technology is a necessary but insufficient condition for achieving sustainable improvements in job performance. Its effectiveness depends on aligning technological infrastructure, ongoing training, leadership, change management, organizational culture, and digital governance policies. Future research should accordingly pursue longitudinal and comparative studies that further clarify the mechanisms through which digital government shapes the different dimensions of job performance in public health organizations.

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The authors declare that they used generative artificial intelligence tools (Perplexity AI) solely to support grammatical review, refine the writing, and optimize academic style. AI was not used to generate results, analyze evidence, interpret findings, or formulate conclusions. The authors carried out and fully supervised the literature search, methodological design, analysis of the literature, and preparation of the manuscript, and they assume full responsibility for its content. This declaration is made in accordance with the principles of transparency and integrity promoted by the Committee on Publication Ethics (COPE).