YANGON UNIVERSITY OF ECONOMICS
DEPARTMENT OF APPLIED ECONOMICS
MASTER OF PUBLIC ADMINISTRATION PROGRAMME

A STUDY ON E- GOVERNMENT IMPLEMENTATION IN PUBLIC SEVICES DELIVERY AT DIRECTORATE OF INVESTMENT AND COMPANY ADMINISTRATION (DICA)

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MPA – 72 (22nd BATCH)

JUNE, 2025

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A STUDY ON E –GOVERNMENT IMPLEMENTATION IN PUBLIC SEVICES DELIVERY AT DIRECTORATE OF INVESTMENT AND COMPANY ADMINISTRATION (DICA)

A thesis submitted in partial fulfillment of the requirements for the degree of Master of Public Administration (MPA)

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June, 2025

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This is to certify that this thesis entitled "**A STUDY ON E–GOVERNMENT IMPLEMENTATION IN PUBLIC SEVICES DELIVERY AT DIRECTORATE OF INVESTMENT AND COMPANY ADMINISTRATION (DICA)**" submitted as a partial fulfilment towards the requirements for the Degree of Master of Public Administration has been accepted by the Board of Examiners.

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ABSTRACT

This study explores user satisfaction with the digital services of the Directorate of Investment and Company Administration (DICA) in Myanmar, based on 285 responses. Most users are experienced, well-educated male professionals in managerial roles, which reflects DICA's primary audience. Findings show that DICA's digital infrastructure is largely reliable, with stable internet, up-to-date equipment, and user-friendly platforms. While some service interruptions and upgrade needs were reported, the system overall supports efficient service delivery. Staff competency is a key factor influencing satisfaction, with users recognizing the employees' skills, though further training is recommended. Process automation has improved accuracy and efficiency, yet full digital transformation is still in progress. Accessibility is strong due to online and mobile availability, supported by multilingual options, but outreach to rural and less digitally skilled users needs improvement. Overall satisfaction is high, and the analysis confirms that all key factors—especially employee competency and ease of use significantly impact user satisfaction.

ACKNOWLEDGEMENTS

First and foremost, I would like to express my sincere appreciation and deep gratitude to Professor. Dr. Tin Tin Htwe, Rector of Yangon University of Economics for her kind permission to undertake this study as a partial fulfillment towards the degree of Master of Public Administration.

I would also like to express my appreciation and thanks to Professor Dr. Cho Cho Thein, Pro-Rector of the Yangon University of Economics, Professor Dr. Tin Tin Wai, Pro-Rector of the Yangon University of Economics.

I am also grateful to Professor Dr. Su Su Myat, Programme Director and Head of the Department of Applied Economics, for providing me with the opportunity to undertake this study, patience and kind encouragement in the course of it for her kind support.

My special thanks extend to my thesis supervisor, Dr. Thet Mon Soe, Lecturer, Department of Applied Economics, Yangon University of Economics for her encouragement, helpful suggestions, the valuable guidance and advices and editing this research paper. Without her guidance, this paper would not have been completed.

I deeply thanks to all Professors, Lecturers, and all other others for their efforts in teaching subjects during studying in this valuable program and active guidance.

I would also like to express my gratitude to the staff at the medium taxpayer office (1) for helping me with data collection. Their support, encouragement, and credible ideas have been great contributors to the completion of the thesis.And also, I offer deep gratitude and gratefulness to all respondents who took the time to answer the research survey.

Finally, I also wish to express my thankful to all persons who have contributed in different ways to my thesis. I really take completely responsibility for my insufficiencies, errors, or omissions anywhere in this thesis.

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LIST OF ABBREVIATIONS

ADB	Asian Development Bank
CRM	Customer Relationship Management
DICA	Directorate of Investment and Company Administration
ECRS	Electronic Company Registration System
FDI	Foreign Direct Investment
ICT	Information and Communication Technology
IFC	International Finance Corporation
IT	Information Technology
OECD	Organization for Economic Co-operation and Development
UNCTAD	United Nations Conference on Trade and Development
UNDP	United Nations Development Programme
World Bank	The World Bank Group

CHAPTER I

INTRODUCTION

In recent years, the integration of technology into public service delivery has gained significant importance, especially in emerging economies striving to enhance efficiency and transparency. Public services such as tax administration, healthcare, and education are vital functions that often struggle with issues of accessibility, operational inefficiencies, and lack of transparency (UNDP, 2022). The advent of digital tools and platforms offers promising solutions to these challenges by streamlining processes, reducing processing times, and improving the overall experience for service users (OECD, 2021). This study aims to examine how technological advancements are transforming public service delivery within the Directorate Investment and Company Administration (DICA) in Yangon, Myanmar, focusing on their impact on operational efficiency, citizen satisfaction, and service quality.

Myanmar's public administration is currently navigating a digital transformation, marked by efforts to modernize and improve service delivery. However, this process faces multiple hurdles, including limited infrastructure, low levels of digital literacy among the population, and the need for capacity building within government agencies (ADB, 2023). Despite these efforts, there remains a gap in empirical research that evaluates the effectiveness of such initiatives in enhancing service quality and administrative performance. This study seeks to fill this gap by exploring the extent of digital integration within the DICA and assessing its impact from both the perspective of government officials and service users.

One of the core public services under the DICA is company registration and the submission of annual returns, which are essential for supporting government operations and facilitating economic development (World Bank, 2023). The application of digital solutions in these processes can significantly improve their efficiency and reliability. By examining how similar technological interventions have been implemented in the DICA

and analyzing their outcomes, this study aims to understand their role in improving service delivery in Yangon. Insights gained could inform strategies for broader public sector reforms and digital adoption in Myanmar.

Beyond administrative efficiency, this study addresses broader socio-economic implications tied to effective tax collection and revenue management. Efficient tax administration, supported by technological tools, is crucial for fostering sustainable development and ensuring equitable economic growth (UNCTAD, 2023). In Myanmar, where fiscal challenges and resource constraints persist, leveraging technology to improve tax collection processes can enhance government capacity to mobilize revenue. Furthermore, transparent and efficient administrative procedures can strengthen public confidence, encourage compliance, and reduce corruption risks, ultimately contributing to national development objectives.

Understanding the role of technology in public service delivery within the DICA has practical significance for policymakers, administrators, and other stakeholders involved in Myanmar's public sector. By identifying the strengths and weaknesses of current technological applications, this research offers valuable insights for future improvements. Such findings can support ongoing efforts to digitize public services, address infrastructural and literacy challenges, and overcome resistance to change among staff and users alike. The study's recommendations aim to foster a more efficient, transparent, and citizen-centric public administration system.

Ultimately, this research aspires to contribute to the broader discourse on digital government transformation in developing countries. By focusing on the specific context of Myanmar's DICA, it provides a case study of how technology can influence public service quality and administrative performance. The insights derived can serve as a foundation for similar reforms in other government agencies and in comparable socio-economic settings. As digital transformation continues to reshape public administration worldwide, understanding its local implications remains crucial for achieving sustainable and inclusive development.

1.1 Rationale of the Study

The increasing significance of technology in enhancing public service delivery has become a focal point of governance reforms, especially in emerging economies. Public services such as tax administration, company registration, healthcare, and education frequently encounter issues related to inefficiency, limited accessibility, and lack of transparency (UNDP, 2022). With the rapid evolution of digital tools and platforms, many governments are adopting technologies to streamline operations, reduce processing times, and elevate the quality of service delivery (OECD, 2021). Against this backdrop, this study seeks to investigate the transformative role of technology in public service delivery within the Directorate of Investment and Company Administration (DICA) in Yangon, Myanmar. Specifically, it examines the impact of technological integration on operational efficiency, citizen satisfaction, and overall service quality in the context of company registration and annual return submissions.

Myanmar's public sector is undergoing a gradual digital transformation, yet it grapples with challenges such as inadequate infrastructure, low digital literacy, and the need for capacity development (ADB, 2023). Despite these initiatives, there remains a scarcity of empirical studies evaluating the effectiveness of digital technologies in enhancing public services in Myanmar. This study is driven by the need to bridge this knowledge gap by assessing how technological advancements have been incorporated within the DICA and evaluating their practical outcomes from both administrative and user perspectives. By focusing on DICA, which is pivotal in regulating businesses and facilitating economic activity, this research provides a targeted examination of how digital solutions can contribute to better governance.

Additionally, company registration and compliance services, as fundamental public functions, are crucial for fostering a conducive business environment and generating government revenue (World Bank, 2023). Effective administration in these areas supports broader development goals by ensuring regulatory compliance, expanding the formal economy, and increasing fiscal capacity. This study also explores the socio-economic implications of digitalized public services, particularly in improving revenue collection, enhancing public trust, and reducing corruption risks (UNCTAD, 2023). The

findings can inform not only Myanmar's ongoing public sector reforms but also offer lessons for other developing countries pursuing similar digital governance strategies.

The importance of this study lies in its potential to contribute practical insights that can shape the future of public administration in Myanmar. As the country navigates economic challenges and governance reforms, understanding the role of technology in improving service delivery is essential for building efficient, transparent, and citizen-friendly institutions. The study's recommendations can aid policymakers, public administrators, and development partners in formulating strategies to overcome existing barriers such as infrastructure deficits and digital skill gaps. Moreover, enhancing public services through technology can help strengthen institutional capacity, promote formal business participation, and ultimately support Myanmar's aspirations for sustainable development and economic resilience.

1.2 Objectives of the Study

The objectives of the study are as followed.

(1) To study the technology development of DICA in Yangon, Myanmar.
(2) To analyze of user satisfaction with the technologically advanced services provided by DICA in Yangon, Myanmar.

1.3 Method of Study

The study will employ a descriptive, quantitative survey method to analyze the role of technological advancements in enhancing public service delivery at the DICA in Yangon, Myanmar. This method allows for a systematic examination of user satisfaction and service efficiency, capturing the perceptions and experiences of DICA service users. Structured survey questionnaire will be designed to collect quantifiable data on variables such as accessibility, processing speed, and ease of use related to the DICA's technology-based services. This study is analyzed by using descriptive analysis.

1.4 Scope and Limitation of the Study

The scope of this study is focused on evaluating the impact of technological advancements on public service delivery within the Directorate Investment and Company Administration (DICA) in Yangon, Myanmar, specifically examining aspects such as efficiency, accessibility, and user satisfaction. The research covers only the Yangon DICA, limiting its generalizability to other regions or public departments. Data will be collected through surveys from DICA users, offering insights into their experiences and perceptions of technology-enabled services.

1.5 Organization of the Study

The organization of this study is structured into five chapters. Chapter I provides the introduction, includes rationale, objectives, method and scope and limitation of the study. Chapter II presents the literature review, discussing previous studies and theoretical frameworks related to technology advancement in public service delivery. Chapter III offers an overview of technological advancements in the DICA of Myanmar, detailing the adoption of digital tools with historical development. Chapter IV presents the findings from the survey, analyzing the data collected on the role of technology in the DICA's operations and its influence on service efficiency. Finally, Chapter V concludes the study with a summary of the key findings, and suggestions for future research.

CHAPTER II

LITERATURE REVIEW

This chapter expresses the fundamental concepts of public service delivery, and The chapter explores how technology advancements aim to improve accessibility, efficiency, transparency, and responsiveness, aligning public services with contemporary societal expectations.

2.1 Definition and Concept of Public Service Delivery

Public service delivery refers to the mechanisms and processes through which government agencies provide essential services to the public. These services include healthcare, education, transportation, tax administration, and social services, among others (Pollitt & Bouckaert, 2017). The ultimate goal of public service delivery is to fulfill citizens' needs, enhance their quality of life, and ensure equitable access to resources and opportunities. Effective public service delivery is often seen as a reflection of a well-functioning government that prioritizes the welfare and satisfaction of its citizens, fostering a stronger relationship between the state and the public (World Bank, 2020).

Access to reliable public services is essential for citizens, as it directly influences social welfare, economic stability, and quality of life. When citizens can rely on timely, accessible, and effective services, they experience an increased sense of security, trust in the government, and a belief in their government’s commitment to social equity (OECD, 2019). For instance, efficient healthcare services ensure a healthier population, while streamlined tax administration supports public trust and compliance (Gupta & Roy, 2021). Public services act as essential infrastructure for human and economic development, and their quality can directly impact public trust and satisfaction with governmental institutions (Denhardt & Denhardt, 2015).

Historically, public service delivery has relied on traditional, often centralized, bureaucratic systems that prioritize standardization and hierarchical control (Hood, 1991). These approaches, rooted in Weberian bureaucratic principles, focus on formal rules, division of labor, and fixed lines of authority. Traditional service delivery, while effective for enforcing structure and accountability, often suffers from slow processes, limited accessibility, and a lack of responsiveness to citizen needs due to its rigid structure (Caiden, 2020). In developing countries, traditional methods often involve high dependency on manual paperwork, in-person interactions, and lengthy processing times, which can create inefficiencies and dissatisfaction among citizens (Bovaird & Löffler, 2009).

The traditional model of public service delivery has faced numerous challenges, particularly in adapting to changing citizen expectations and technological advancements. The dependency on paper-based processes and physical locations can result in delays, service inconsistencies, and increased costs (Heeks, 2001). Additionally, limited transparency and accessibility can fuel public frustration and lead to perceptions of inefficiency and corruption (Rose-Ackerman, 2017). These challenges have driven governments worldwide to rethink and modernize public service delivery, leveraging technology to meet the demands of a digitally connected society (Pollitt, 2016).

Modern approaches to public service delivery incorporate digital technologies, customer-centric practices, and decentralized management to improve accessibility, efficiency, and responsiveness (Dunleavy et al., 2006). This paradigm shift is often termed "New Public Management" (NPM), which emphasizes performance, accountability, and service quality rather than strict adherence to bureaucratic norms (Osborne & Gaebler, 1992). Technological advancements such as e-government platforms, mobile applications, and automated systems allow governments to streamline services, reduce processing times, and increase citizen engagement. These modern approaches aim to make public service delivery more agile, transparent, and user-friendly (Dunleavy et al., 2006).

2.2 Impact of Digital Transformation on Public Service Delivery

The integration of technology into public service delivery has fundamentally transformed the way citizens interact with government agencies. E-government systems, for example, enable citizens to access services online, reducing the need for physical visits and enhancing convenience (World Bank, 2020). Digital systems also improve transparency by allowing for real-time tracking of service requests and providing accessible information on government processes. Studies have shown that digital transformation can lead to significant reductions in operational costs, higher efficiency, and better user satisfaction (United Nations, 2022). For instance, online tax filing systems have enabled faster and more accurate processing, reducing administrative burdens on both citizens and public sector employees (OECD, 2021).

While traditional service delivery models are often slow and inflexible, modern approaches offer a more agile, accessible, and user-centered experience. The adoption of technology has introduced a paradigm shift from a process-oriented to a citizen-centric approach, where government agencies prioritize the needs and convenience of citizens (Heeks & Bailur, 2007). Comparative studies highlight that citizens prefer modern, digitalized services that minimize delays and provide clear, efficient pathways to resolve issues (Brown et al., 2013). However, modern approaches also require careful management of technological challenges, including cybersecurity risks, digital literacy gaps, and infrastructure needs. As governments continue to innovate in service delivery, the balance between traditional reliability and modern efficiency will remain essential in meeting diverse citizen expectations and building sustainable public trust.

2.3 E-Governance Readiness Index

Many countries have demonstrated successful models of integrating technology to improve public service delivery, setting examples that other nations can follow. For instance, Estonia is a prominent case where e-governance has transformed the nation’s public sector, offering services like digital IDs, e-voting, and online tax filing. These technologies have increased efficiency, reduced corruption, and fostered greater citizen engagement (Drechsler, 2018). In India, the Aadhaar biometric identification system is another notable example. It enables citizens to access government services securely and

efficiently, ensuring that benefits reach eligible recipients and improving accountability in social welfare distribution (Saxena, 2020). Such case studies provide valuable insights into how digital solutions can streamline public administration and enhance service delivery, especially in developing economies.

E-governance—the use of digital tools and platforms for public administration—has become a cornerstone of modern public service delivery. E-governance solutions simplify citizen-government interactions by providing online platforms for applications, payments, and information access (Heeks, 2001). South Korea, for example, has implemented a comprehensive e-governance framework that allows citizens to access over 5,000 services online, ranging from tax filings to healthcare appointments (Kim, 2021). The result has been a marked improvement in public satisfaction and a significant reduction in service times. E-governance also fosters transparency by enabling real-time tracking of applications, reducing the potential for bureaucratic delays and corruption (United Nations, 2022).

Data analytics has emerged as a powerful tool in public administration, providing insights that help governments make more informed decisions. By analyzing data collected through various government services, agencies can identify patterns, predict demand, and optimize resource allocation. Singapore's government uses data analytics in urban planning, healthcare, and public safety, enabling it to respond proactively to citizen needs (Lim et al., 2020). This data-driven approach not only improves the efficiency of public services but also allows governments to anticipate challenges, such as predicting healthcare needs in aging populations or managing traffic congestion in urban areas (Mergel et al., 2019).

Automated tax collection systems are another significant advancement in public service delivery, enabling more efficient, accurate, and transparent tax administration. Countries like Brazil and Sweden have implemented automated systems that allow real-time processing of tax filings and payments, reducing administrative burdens and errors (OECD, 2021). Automated tax collection not only streamlines the process for citizens but also enhances revenue collection efficiency for the government. In Rwanda, the adoption of automated tax systems has led to increased compliance and revenue, as taxpayers experience fewer barriers and reduced waiting times (Fjeldstad et al., 2020). These

systems demonstrate the potential of automation to improve both the user experience and government revenue streams.

While these technologies hold significant potential, their adoption in public administration is not without challenges. Issues such as digital privacy, cybersecurity, and equitable access to technology must be addressed to ensure that advancements do not inadvertently marginalize certain populations (Heeks & Bailur, 2007). For example, the implementation of biometric systems like India's Aadhaar has raised concerns over data privacy and potential misuse of citizens' information (Saxena, 2020). Furthermore, a reliance on technology necessitates substantial investments in infrastructure, training, and cybersecurity measures, which can be financially challenging, particularly for developing nations (World Bank, 2020). Addressing these challenges is crucial to maximizing the benefits of technology-driven public service improvements while ensuring fair and ethical service delivery.

One of the primary challenges in adopting technology within the public sector is ensuring data security. Government agencies handle large volumes of sensitive information, including personal and financial data, which makes them targets for cyberattacks (Margetts & Dunleavy, 2013). Breaches in digital systems can lead to unauthorized access to confidential information, damaging public trust and potentially resulting in financial or identity theft (World Bank, 2020). Governments worldwide are increasingly concerned with implementing robust cybersecurity measures, yet developing countries often face difficulties due to limited resources and expertise in cybersecurity (OECD, 2021). For instance, public sector agencies in countries with emerging economies frequently struggle to maintain up-to-date security protocols, making them more vulnerable to cyber threats (Heeks, 2001).

In addition to cybersecurity risks, privacy and data protection are significant concerns in public sector technology adoption. Advanced technologies often require the collection and processing of vast amounts of personal data, which raises ethical questions about data ownership, consent, and use (Rose-Ackerman, 2017). Biometric systems, digital IDs, and e-governance platforms can improve service delivery but also pose risks if data protection policies are insufficiently developed. For example, India's Aadhaar system faced criticism over potential privacy violations and misuse of biometric data

(Saxena, 2020). Governments must balance technological innovation with stringent data privacy policies to protect citizen rights, yet many lack the regulatory frameworks necessary to ensure robust data protection.

Resistance to change is a common issue in the public sector, especially when implementing new technologies that alter established workflows. Public sector employees may feel threatened by automation, fearing job displacement or skill obsolescence (Bannister & Connolly, 2014). Additionally, a lack of training and familiarity with new technology can lead to a reluctance to adopt new systems, as employees may feel unprepared or uncomfortable with digital processes (Heeks & Bailur, 2007). For instance, studies show that resistance among staff can slow down or even derail digital transformation projects in government agencies (Dunleavy et al., 2006). Overcoming this resistance requires investment in change management, training, and support initiatives to foster a culture of adaptability and acceptance.

Infrastructural limitations pose significant obstacles to technology adoption in the public sector, particularly in developing regions. Effective implementation of digital systems requires reliable internet connectivity, adequate power supply, and modern hardware, which are often lacking in low-income countries (World Bank, 2020). For instance, rural areas may have limited internet access, making it difficult for citizens to utilize online services (Gupta & Roy, 2021). Without a robust infrastructure, digital public services cannot reach all citizens equitably, limiting the effectiveness of technology in improving public service delivery. Addressing these limitations often requires substantial investments and partnerships to build the necessary infrastructure.

Financial constraints are a critical factor affecting technology adoption in the public sector. Implementing advanced technologies, especially at scale, requires substantial investment in infrastructure, software, training, and ongoing maintenance (Pollitt, 2016). Many public sector organizations operate within tight budgets, and funding for technology initiatives may be deprioritized in favor of more immediate social or infrastructural needs (Caiden, 2020). For example, developing countries may struggle to allocate the necessary funds to implement secure, high-quality e-governance systems. Without sufficient financial resources, governments may be unable to fully implement or sustain digital initiatives, leading to partial rollouts and underperforming systems.

A shortage of skilled personnel is another critical challenge in technology adoption in the public sector. Technology-driven initiatives require specialized knowledge in areas like IT, data analysis, and cybersecurity, which may not be readily available in government organizations (Heeks, 2001). Furthermore, capacity-building efforts are often insufficient, resulting in a lack of personnel who can effectively manage and sustain digital systems (Bannister & Connolly, 2014). This skills gap can lead to poor implementation, system failures, and underutilization of technology, as public sector employees may lack the expertise required to operate complex digital platforms. Investing in training and development programs is essential to build a competent workforce capable of managing technological advancements effectively.

Sociocultural and ethical challenges, including issues related to digital literacy and equitable access, also influence technology adoption in public administration. In countries with lower levels of digital literacy, a significant portion of the population may struggle to use digital services, effectively excluding them from accessing essential public services (Mergel et al., 2019). Additionally, ethical concerns arise regarding inclusivity, as technology can inadvertently widen the gap between different socioeconomic groups if not implemented equitably (Rose-Ackerman, 2017). For example, while digital public services may increase convenience for urban residents, rural and marginalized populations may continue to face accessibility barriers, exacerbating inequality. Addressing these challenges requires thoughtful policies that prioritize inclusivity, ensure fair access, and support digital literacy across all segments of society.

The E-Governance Readiness Index is commonly evaluated through the United Nations E-Government Development Index (EGDI), which comprises three main components: the Online Services Index (OSI), Telecommunication Infrastructure Index (TII), and Human Capital Index (HCI) (United Nations, 2022). Many advanced economies demonstrate high readiness in these areas, driven by successful digital initiatives. Estonia, for instance, has implemented digital IDs, e-voting, and comprehensive online tax services, significantly enhancing efficiency, transparency, and citizen engagement (Drechsler, 2018). Similarly, South Korea provides access to over 5,000 government services online, reflecting strong digital infrastructure and

administrative modernization (Kim, 2021). These examples indicate that when all three components are well developed, public service delivery becomes more inclusive, responsive, and efficient.

However, in many developing nations, the level of readiness is uneven. While online services may exist, they are often undermined by poor infrastructure and limited human capital. For example, rural regions in many low-income countries suffer from unreliable internet access and inadequate hardware, hindering the effectiveness of digital governance systems (Gupta & Roy, 2021). In addition, limited technical capacity and low digital literacy among public sector employees and citizens create barriers to adoption and usage (Heeks & Bailur, 2007). As a result, while the Online Services Index may be progressing, both the Telecommunication Infrastructure and Human Capital Indexes often lag behind, reducing the overall e-governance readiness in these regions.

To improve the E-Governance Readiness Index, governments must invest in holistic digital development strategies. Strengthening ICT infrastructure, ensuring widespread internet access, and enhancing cybersecurity are essential to supporting digital platforms (World Bank, 2020). Additionally, governments should prioritize capacity-building initiatives to improve digital literacy and address resistance to change among public sector staff (Bannister & Connolly, 2014). Ensuring equitable access, privacy protections, and inclusive policy frameworks will also help build trust and foster citizen participation. Therefore, while technological advancements have the potential to revolutionize public service delivery, sustained investments across all components of e-governance readiness are vital for achieving long-term success and inclusivity.

2.4 Review on Previous Studies

In recent years, the role of digital transformation in public administration has gained significant attention. A study by Dunleavy et al. (2016) explored how the adoption of digital technologies, such as cloud computing and e-governance, enhances public sector performance. They concluded that digital transformation has led to more efficient service delivery, reduced operational costs, and improved citizen engagement. However, the study also highlighted barriers such as resistance to change among government employees and the need for continuous investment in digital infrastructure. This finding

underlines the importance of leadership and strategic planning in the successful implementation of digital technologies in the public sector.

The implementation of e-governance has been a key area of focus for improving public service delivery in developing countries. A study by Heeks and Bailur (2017) examined the challenges and opportunities of e-governance in these regions, particularly in Africa and South Asia. The authors found that while e-governance improves transparency and service efficiency, it often faces significant obstacles such as limited technological infrastructure, poor internet connectivity, and digital illiteracy. Despite these challenges, the study indicated that governments in developing countries that prioritize e-governance are more likely to achieve enhanced service delivery and greater public trust.

In the field of public service delivery, technology's role in enhancing tax administration has been widely studied. A report by Fjeldstad et al. (2018) explored the impact of digital tax collection systems in East Africa, specifically focusing on Rwanda's automated tax system. The study concluded that the implementation of technology-driven tax systems significantly improved revenue collection, compliance, and reduced the cost of tax administration. It also identified that digital systems enhance transparency, enabling citizens to track tax payments and demand better service from tax authorities. This study emphasized the need for robust security and infrastructure when implementing automated tax systems.

A significant body of literature has focused on citizen-centric e-government services, which prioritize the user experience and aim to improve public satisfaction. A study by Mergel et al. (2019) examined how digital tools are used to create more responsive, accessible, and transparent services in the public sector. They found that e-government platforms, such as online portals for accessing public services and mobile applications, improve citizen engagement by providing greater convenience and personalized service. The study also pointed out that effective communication strategies and user-friendly design are essential for increasing public trust and ensuring higher levels of citizen satisfaction.

Big data analytics has emerged as a transformative technology in public administration. In a study by Lim et al. (2019), the authors explored how big data is being

used by governments to inform public policy decisions. They found that data-driven policymaking, through the analysis of large datasets, allows governments to predict trends, optimize resource allocation, and improve service delivery. However, the study also raised concerns about data privacy and the ethical implications of using big data, especially in areas such as surveillance and citizen profiling. The study concluded that while big data has the potential to improve governance, careful attention must be paid to regulatory frameworks to mitigate privacy risks.

A study by Pollitt (2020) analyzed the factors influencing technology adoption in public sector organizations. The study revealed that successful adoption is often hindered by bureaucratic inertia, political resistance, and lack of adequate skills among public servants. Pollitt argued that public sector agencies that adopt a more flexible, agile approach to technology implementation tend to see better outcomes in terms of efficiency and service quality. The study also highlighted the importance of leadership in driving technology adoption, as well as the need for investment in training programs to ensure that employees are adequately prepared for the digital transformation process.

The COVID-19 pandemic accelerated the adoption of technology in public administration, particularly in service delivery. A study by Margetts and Dunleavy (2021) explored how governments worldwide leveraged technology during the pandemic to maintain essential services. The authors found that e-government platforms, online health services, and digital communication tools became crucial for continuing public service delivery amidst social distancing and lockdown measures. The study highlighted the importance of technological resilience in times of crisis and argued that the pandemic has permanently changed the way public services are delivered, emphasizing the need for governments to invest in digital infrastructure and innovation.

A review by Osborne and Nasi (2021) assessed the growing role of artificial intelligence (AI) in transforming public service delivery. AI technologies, such as chatbots and predictive analytics, have been implemented in several public sector agencies to enhance service delivery by automating routine tasks and improving decision-making. The study found that AI-driven automation improves efficiency and reduces the burden on public servants, but it also raised concerns about the loss of human interaction in service delivery, which could negatively impact user satisfaction. Furthermore, ethical

concerns regarding AI's decision-making processes, bias, and accountability in the public sector were discussed in the study.

A 2022 study by Gupta and Roy explored the barriers to digital public service delivery in developing countries, focusing on the context of South Asia. The research found that inadequate technological infrastructure, poor internet connectivity, and limited digital literacy were major obstacles to implementing digital services effectively. Despite government efforts to digitize services, the study highlighted that many citizens in rural and remote areas still lack access to digital platforms. The study called for greater investment in infrastructure and educational initiatives to ensure that all citizens benefit from digital public services.

In a comprehensive review of global e-government systems, Saxena (2022) examined the effectiveness of digital government platforms in improving public service delivery. The study evaluated several countries' e-government initiatives, such as those in Estonia, Singapore, and the United States, and assessed their impact on service efficiency, accessibility, and citizen satisfaction. The study found that successful e-government systems were characterized by user-friendly interfaces, robust security measures, and strong public sector leadership. It also identified that the success of e-government systems often depends on citizen trust in government and the ability to offer services that meet public needs. The study emphasized that countries need to tailor e-government solutions to their specific socioeconomic and cultural contexts for maximum impact.

Aung (2019) for the EMBA program at Yangon University of Economics, the study examined the impact of change management practices on employee engagement and job performance at the Directorate of Investment and Company Administration (DICA). In a competitive environment fostered by private sector liberalization since 2011, government organizations in Myanmar face challenges in maintaining and enhancing employee capabilities. The study, which included a survey of 120 DICA employees, utilized descriptive and quantitative research methods, including linear regression analysis, to assess the effects of change management. Findings revealed that effective communication by senior executives played a crucial role in enhancing employee engagement, particularly dedication engagement, which in turn significantly

influenced job performance. The research concluded that phased sequence practices were the most effective among the change management strategies, indicating a need for structured, supportive executive actions to foster a committed and high-performing workforce.

Aye (2022) studied customer satisfaction with the Myanmar Companies Online (MyCO) registration system. The survey, comprising a higher proportion of male respondents (60:40 ratio), found that small and medium-sized enterprises (SMEs) were the primary users of the MyCO system. Using Cronbach's coefficient alpha test for reliability, the survey showed high internal consistency across various metrics, including perceived ease of use and usefulness. The findings revealed that over 80% of respondents found the MyCO system easy to learn, use, and understand, significantly improving their productivity and efficiency in company registration processes. Despite minor issues like transaction delays and a desire for more user-friendly features, the overall satisfaction with MyCO services was positive, with over 94% of users expressing high levels of satisfaction. To enhance the system, respondents suggested clearer communication of updates, better telephone support, and more user-centric features, indicating a strong need for ongoing improvements to support DICA's e-Government services.

CHAPTER III
OVERVIEW OF DIGITALIZATION IN DIRECTORATE OF INVESTMENT AND COMPANY ADMINISTRATION IN MYANMAR

This chapter provides a comprehensive overview of the digitalization within DICA Myanmar, highlighting its evolution from manual processes to digital platforms, driven by legislative reforms like the Myanmar Investment Law and Myanmar Companies Law. Moreover, this chapter also examines the current technological infrastructure, including data analytics, customer relationship management systems, and cybersecurity measures, and explores the crucial role of Information and Communication Technology (ICT) in streamlining operations and supporting investment growth.

3.1 Development of DICA in Myanmar

The Directorate of Investment and Company Administration (DICA) has undergone significant development since its establishment in the wake of Myanmar's economic liberalization in the early 2010s. DICA was officially formed to serve as the primary government agency responsible for facilitating and regulating both foreign and domestic investments in Myanmar. Initially, the agency faced numerous challenges, including an outdated bureaucratic structure, a lack of clear regulations, and limited technological infrastructure. However, recognizing the importance of attracting foreign direct investment (FDI) for economic growth, the government prioritized DICA's development to create a more conducive environment for business. Over the years, DICA has evolved from a primarily manual processing agency to a more modern entity capable of meeting the complexities of a rapidly changing economic landscape.

One of the significant milestones in DICA's development was the introduction of the Myanmar Investment Law in 2016. This law aimed to streamline investment processes and provide a comprehensive regulatory framework that promotes transparency and accountability. The law not only defined the rights and obligations of investors but also established a more predictable environment for foreign investors, offering various incentives and protections. Concurrently, the Myanmar Companies Law of 2017 was enacted to facilitate easier company registration and operation. These legislative frameworks marked a turning point for DICA, transitioning it into an agency that could effectively respond to the needs of investors while meeting international standards. This development has enhanced confidence in Myanmar's investment climate, positioning the country as a more attractive destination for FDI.

In response to the growing demand for efficiency and transparency, DICA has increasingly embraced technological advancements. The agency has implemented an Electronic Company Registration System (ECRS), allowing businesses to register online, thereby substantially reducing the bureaucratic burden and processing times. This digital transition has made it easier for entrepreneurs to navigate the registration process and has improved overall access to DICA's services. Additionally, DICA has launched an investment promotion portal that provides up-to-date information on investment opportunities tailored to potential investors. This online platform not only enhances transparency but also fosters dialogue with stakeholders, allowing them to communicate directly with DICA and access crucial information without unnecessary delays.

Despite these advancements, DICA's development is not without challenges. Institutional capacity remains a significant issue, as the agency often struggles to keep pace with the rapid changes in the economic landscape. The lack of trained personnel equipped to handle advanced technology and navigate complex regulatory frameworks can hinder DICA's ability to serve investors effectively. Furthermore, the political instability and challenges surrounding governance in Myanmar pose significant risks for foreign investors. Such difficulties require DICA to adopt a comprehensive approach to not only enhance its service delivery but to also work on building trust and confidence among investors amidst a fluctuating political climate.

The impact of DICA's development on Myanmar's investment climate has been profound. By streamlining processes and enhancing regulatory frameworks, the agency has contributed to an increase in FDI inflows, which are crucial for economic development and job creation. As of recent years, foreign investments have been funneled into sectors such as telecommunications, manufacturing, and energy, reflecting both the potential of the local market and the attractiveness of the investment incentives put forth by DICA. Importantly, the focus on sustainable and responsible investment practices aligns with international expectations, allowing Myanmar to foster long-term economic resilience while also addressing social and environmental concerns.

Looking forward, the future development of DICA will likely focus on further technological integration and institutional reform. As Myanmar continues to navigate its transition towards a more open and market-driven economy, DICA will need to enhance its capacity through continuous training and development programs for its staff. It will also need to explore new partnerships with international organizations and businesses to obtain the resources and knowledge necessary to improve its regulatory environment. Additionally, ongoing outreach efforts to engage with local and foreign investors will be essential for understanding their concerns and refining policies that directly impact their investment decisions.

The development of DICA has been integral to enhancing Myanmar's investment landscape. From its transformative legislative frameworks to its embrace of technology and improved service delivery, DICA has shown adaptability and responsiveness to the needs of a changing economy. However, challenges remain that could affect its ability to fulfill its mission effectively. Continued investment in capacity building, stakeholder engagement, and technological advancements will be critical for DICA's ongoing relevance and success. As Myanmar strives to strengthen its position as a viable investment destination in Southeast Asia, the role of DICA will be paramount in achieving this goal.

Table 3.1 Development of DICA in Myanmar

Year	Key Developments and Milestones
Early 2010s	DICA was established during Myanmar's economic liberalization to oversee and facilitate both domestic and foreign investments. Faced challenges such as outdated bureaucracy, unclear regulations, and weak technological infrastructure.
2016	Enactment of the Myanmar Investment Law, introducing a unified legal framework that promoted transparency, investor rights, incentives, and accountability in the investment process. This was a major reform improving investor confidence.
2017	Implementation of the Myanmar Companies Law, which simplified company registration and operations, and aligned Myanmar's legal environment with international standards.
2018–2019	DICA launched the Electronic Company Registration System (ECRS), enabling online company registration and reducing bureaucratic delays.
2020	Introduction of the Investment Promotion Portal, offering real-time access to investment opportunities and allowing direct communication with stakeholders.

2021–2023	Continued efforts in digital transformation, improved service delivery, and increasing investor engagement. However, challenges in staff capacity and political instability began to impact investor confidence.
2024–Present	Focus on institutional reform, capacity building, technological upgrades, and international partnerships to enhance regulatory efficiency and build resilience in the face of ongoing governance challenges.

Source: DICA (2025)

3.2 Historical Context of Technology in DICA

The historical context of technology in the Directorate of Investment and Company Administration (DICA) reflects the broader economic and political changes that Myanmar has undergone over the past few decades. Established in 1993, DICA was initially tasked with the dual role of promoting foreign direct investment (FDI) and regulating domestic companies. However, during its early years, the agency operated within a largely manual and bureaucratic framework, characterized by slow processes and limited access to information. The lack of technological infrastructure hindered DICA's ability to respond effectively to the needs of investors, who found the existing systems cumbersome and opaque. It was against this backdrop that the need for technological upgrades became increasingly apparent as Myanmar began to transition towards a more open economic model in the early 2010s.

The economic reforms initiated by the government in 2011 marked a pivotal moment for DICA and its approach to technology. As Myanmar sought to open its doors to foreign investment, the agency recognized the imperative to modernize its operations and enhance its service delivery. The introduction of the Myanmar Investment Law in 2016 and the Myanmar Companies Law in 2017 served as foundational steps toward creating a more favorable investment environment. However, the successful implementation of these laws relied heavily on the adoption of technology to streamline administrative processes and improve efficiencies. DICA began to explore technology as a means to address barriers to investment, including long wait times for approvals and a lack of transparency in regulatory processes.

In the following years, DICA made considerable investments in technological infrastructure to facilitate its modernization efforts. One of the agency's major developments was the rollout of the Electronic Company Registration System (ECRS). Launched in 2018, ECRS replaced traditional paper-based registration processes with an online platform that allowed entrepreneurs to register their companies electronically. This shift drastically reduced processing times, minimized the potential for human error, and improved transparency in the registration process. The ECRS not only simplified the workflow within DICA but also made it easier for investors to navigate the complex regulatory landscape, thereby contributing to an increase in both foreign and domestic investments.

Furthermore, DICA leveraged technology to enhance stakeholder engagement and communication. The creation of an investment promotion portal represented another significant technological advancement. This portal provided comprehensive resources for potential investors, including detailed information on legal requirements, investment incentives, and sector-specific opportunities. By making such information readily accessible online, DICA aimed to demystify the investment process and foster greater confidence among investors. The use of digital platforms for outreach and education not only improved communication between DICA and the business community but also served to position Myanmar as a more attractive destination for FDI.

Despite these technological advancements, DICA's journey has not been without challenges. The initial implementation of new technologies faced hurdles, such as limited digital literacy among both staff and potential investors. Many stakeholders, particularly from rural areas, had little to no experience with digital platforms, which created a barrier to accessibility. Additionally, cybersecurity issues posed risks as DICA transitioned to electronic systems, necessitating the development of robust security measures to protect sensitive data. Addressing these challenges required DICA to be proactive in training its workforce and engaging with stakeholders, demonstrating a commitment to fostering a digitally inclusive investment environment.

As DICA continued to evolve, it explored opportunities for international collaboration and best practice sharing in technology use within regulatory frameworks. Partnerships with entities such as the International Finance Corporation (IFC) and various

bilateral assistance programs provided valuable insights and resources to enhance DICA's technological capabilities. Such collaborations enabled DICA to learn from the experiences of other countries and implement successful technologies and practices, thereby accelerating its modernization efforts. This approach underscored the importance of global engagement in achieving local objectives and in harnessing technology effectively for the benefit of Myanmar's investment climate.

In reflection, the historical context of technology in DICA represents a narrative of transformation driven by national aspirations for economic development. The agency's journey from manual operations to a more technologically sophisticated entity illustrates the important role that technology plays in enhancing administrative efficiency and promoting investment. Today, DICA is recognized as a key player in Myanmar's reform agenda, with its technological advancements laying the foundation for an investment-friendly environment. As the agency continues to navigate the complexities of modern governance and economic development, the experiences gained from its historical context will provide valuable lessons for future endeavors in leveraging technology for sustainable growth.

Table 3.2 Historical Context of Technology in DICA

Year	**Key Technological and Institutional Developments in DICA**
1993	DICA was established to oversee both foreign direct investment (FDI) and domestic company regulation. Operated within a manual, bureaucratic system with limited access to technology and information.
1993–2010	Continued manual processes, slow approvals, and lack of transparency. Limited technology made investor engagement difficult, contributing to a reputation of inefficiency.
2011	Economic and political reforms began. Myanmar's shift toward an open-market economy created momentum for modernization within

	DICA, highlighting the need for digital transformation.
2016	Introduction of the Myanmar Investment Law, laying the legal groundwork for a more transparent and efficient investment process. Technology became critical for law implementation.
2017	Enactment of the Myanmar Companies Law, streamlining registration and operations. Set the stage for digital platforms in corporate governance.
2018	Launch of the Electronic Company Registration System (ECRS). Replaced paper-based registration with an online platform, significantly reducing processing time and increasing transparency.
2019–2020	Expansion of digital services, including the Investment Promotion Portal, which provided online access to laws, incentives, sector data, and direct communication with DICA.
2021–2022	Continued adoption of digital platforms for outreach and investor education. Faced challenges with digital literacy, cybersecurity, and rural accessibility.
2023–2024	Focus on capacity building, training of staff, and addressing digital divides. Strengthened cybersecurity protocols to protect user data on electronic systems.
2025 (Present)	Ongoing international collaboration with organizations like IFC to adopt global best practices. DICA is now seen as a modern regulatory agency supporting Myanmar's investment climate through technology.

Source: DICA (2025)

3.3 Technological Infrastructure in DICA

The current technological infrastructure at the Directorate of Investment and Company Administration (DICA) reflects significant advancements made in recent years aimed at enhancing efficiency, transparency, and accessibility in investment administration.

Table 3.3 Current Technological Infrastructure

Component	**Functions and Features**
Electronic Company Registration System (ECRS)	- Enables online business registration - Allows for document uploads and real-time status tracking - Significantly reduces registration and processing times
Investment Promotion Portal	- Provides sector-based investment information - Offers legal and regulatory guidance - Enhances investor engagement and promotes transparency
Customer Relationship Management (CRM)	- Handles investor inquiries and follow-ups - Manages support services and maintains investor databases - Aims to improve the overall investor experience
Data Analytics Tools	- Used to track investment trends - Supports the development of policies and investment programs - Facilitates evidence-based decision-making
Cybersecurity Infrastructure	- Implements data protection measures - Includes staff training and system audits

	- Ensures a secure and reliable digital transition
International Partnerships & Collaboration	- Receives technical support from institutions such as the World Bank and IFC - Engages in global benchmarking to adopt innovative practices and standards

Source: DICA (2025)

As shown in Table 3.3, one of the cornerstones of this infrastructure is the Electronic Company Registration System (ECRS), which was introduced to facilitate the online registration of businesses. This system has revolutionized the registration process, allowing entrepreneurs to submit applications, upload required documents, and track the status of their registrations through a user-friendly online platform. With ECRS, DICA has significantly reduced processing times from weeks to just a few days, thereby fostering a more business-friendly environment essential for attracting foreign direct investment (FDI).

In addition to the ECRS, DICA has developed an investment promotion portal, which serves as a comprehensive resource for potential investors. This portal houses a wealth of information on investment opportunities across various sectors, including legal requirements, investment incentives, and relevant regulatory guidelines. It is designed to enhance user experience by ensuring that all relevant information is accessible in a centralized location. The platform promotes not only transparency but also encourages proactive engagement from potential investors, allowing them to conduct due diligence more effectively. Through this portal, DICA aims to simplify the investment process, thereby attracting more domestic and foreign investments into the country.

To further bolster its technological capabilities, DICA has adopted a customer relationship management (CRM) system that streamlines its interactions with investors. This system allows DICA to manage investor inquiries, follow up on submissions, and provide timely support, significantly enhancing its service delivery. The integration of a CRM system enables DICA to maintain a database of investors that can be utilized for outreach and engagement efforts. This systematic approach to relationship management

not only improves the investor experience but also aligns with best practices observed in more developed economies, demonstrating DICA's commitment to continual improvement in its operational framework.

Moreover, DICA has recognized the importance of data analytics in making informed policy decisions and improving regulatory frameworks. Currently, the agency is leveraging data analytics tools to gather insights on investment trends and the performance of different sectors. By analyzing data collected through ECRS and its investment promotion portal, DICA can better understand the needs and behaviors of investors, which can inform evidence-based policy revisions and program developments. This data-driven approach empowers DICA to adapt its strategies to meet the changing dynamics of the market, thereby aligning its services more closely with the aspirations of the business community.

The Directorate of Investment and Company Administration (DICA) has increasingly relied on digital platforms to improve the efficiency, transparency, and accessibility of its services. Several core electronic systems are utilized:

Electronic Company Registration System (ECRS) is also known as Myanmar Companies Online (MyCO), this is DICA’s flagship digital platform that allows businesses to register their companies electronically. The ECRS significantly reduces processing times and minimizes bureaucratic hurdles, replacing traditional paper-based processes with an efficient, transparent system.

Investment Promotion Portal is the online platform which serves as a comprehensive hub for investors, offering up-to-date information on investment opportunities, applicable laws and regulations, incentive schemes, and sector-specific guidance. It plays a critical role in promoting transparency and facilitating communication between the government and potential investors.

DICA uses a Customer Relationship Management (CRM) System to handle investor inquiries, track communication, manage documentation, and deliver timely support. The system helps streamline service delivery and ensures responsiveness to stakeholder needs. Data Analytics tools are used to collect and analyze data on investment flows, sectoral trends, investor demographics, and operational challenges. The

insights derived from this data support evidence-based policy decisions and help shape future investment promotion strategies.

Investment Monitoring System (IMS) is currently under development and partial implementation and this platform is designed to facilitate online submissions for post-permit activities such as the appointment or resignation of foreign experts and employees. The IMS aims to enhance compliance monitoring and streamline investor interactions with DICA beyond the initial registration phase. These platforms collectively represent DICA's commitment to modernizing its operations, enhancing the investor experience, and aligning Myanmar's investment administration with international best practices. The ongoing commitment to cybersecurity remains a critical component of DICA's technological infrastructure. As the agency transitions to digital platforms, safeguarding sensitive data becomes paramount. DICA has invested in robust cybersecurity measures to protect its systems against potential threats, aiming to maintain the trust of investors and stakeholders. Regular audits, training for staff on cybersecurity best practices, and engagement with cybersecurity experts have been instituted to ensure the integrity and security of its digital platforms. This commitment to cybersecurity not only protects operational data but also enhances the overall credibility of DICA as a regulatory authority in Myanmar.

Furthermore, DICA has established partnerships with international organizations and technical agencies to enhance its technological capabilities. Collaborations with entities such as the World Bank and the International Finance Corporation (IFC) provide valuable resources, technical expertise, and knowledge-sharing opportunities. These partnerships assist DICA in benchmarking its technological infrastructure against global best practices and adopting innovations that can further improve its service delivery. Engaging with the international community fosters a collaborative atmosphere where lessons learned can be shared, enabling DICA to continuously enhance its operations and adaptability to technological evolution.

Looking to the future, DICA's agenda includes plans for further technological enhancements aimed at achieving greater efficiency and responsiveness. The agency is exploring the implementation of advanced technologies such as blockchain for secure and transparent transactions and artificial intelligence (AI) to facilitate better investor support

and automate routine tasks. These initiatives reflect DICA's commitment to innovation and responsiveness to the evolving needs of the investment community. As the digital landscape continues to evolve, DICA is poised to leverage new technologies to further enhance its offerings, thereby solidifying its role as a leading advocate for investment in Myanmar.

CHAPTER IV
SURVEY ANALYSIS

In this chapter, survey profile, survey design and survey results are discussed. In the survey results, demographic characteristics of respondents, influencing factors of public satisfaction are analyzed.

4.1 Survey Profile

This study focuses on understanding the impact of technological advancements on public service delivery within the Directorate of Investment and Company Administration (DICA) in Yangon, Myanmar. As part of Myanmar's broader digital transformation in public administration, DICA has adopted various digital platforms to improve service efficiency, accessibility, and citizen satisfaction. Given the critical role that services such as company registration and return submissions play in national development, this study investigates how effectively these digital systems meet the needs of the public.

The study targets DICA users, as they directly interact with the office's technological systems and are best positioned to evaluate the service experience from a user perspective.

4.2 Survey Design

This research employs a descriptive, quantitative survey design to systematically assess the role of technological advancement in public service delivery at DICA. A structured questionnaire was developed, incorporating multiple dimensions of service quality, including technological infrastructure, employee competency, process automation, accessibility, ease of use, and public satisfaction. Each item was measured using a Likert scale to capture the degree of agreement or disagreement among respondents regarding their experiences with DICA's digital services.

The sample size was determined using Yamane's formula for finite population sampling, resulting in a required sample of 285 respondents. This number ensures that the findings are statistically significant and representative of DICA's user base in Yangon. The target respondents were individuals who have used DICA's services either online or in person and are familiar with its digital platforms. Data collection was carried out through direct distribution and collection of questionnaires at the DICA office in Yangon.

To analyze the data, descriptive statistics were used to summarize the overall perception of users toward each technological aspect of DICA's services. The target population for this study comprises user of DICA in Yangon, Myanmar. which has an estimated workforce of around 1015 users in Yangon. To determine an appropriate sample size, the Yamane (1967) formula was applied:

$$n = \frac{N}{1 + N(e)^2}$$

$$n = \frac{1015}{1 + 1015(0.05)^2}$$

Therefore, n = 285 where,

n = sample size needed

e = level of precision (95% confidence level)

N=total number of DICA users

4.3 Survey Results

This study discusses the assessment of the reliability, the survey results on demographic characteristics of respondents. Moreover, the analysis on factors that affect users' satisfaction of DICA are discussed.

Demographic characteristics of respondents such as gender, age, education, position, year of service are discussed as shown in Table 4.1.

Table 4.1 Demographic Characteristics of Respondents

Gender	**Frequency**	**Percent**
Male	247	86.7
Female	38	13.3
Total	285	100.0
Age	**Frequency**	**Percent**
Under 25	7	2.5
26 to 35	79	27.7
36 to 45	160	56.1
Above 45	39	13.7
Total	285	100.0
Education	**Frequency**	**Percent**
Bachelor	263	92.3
Master	22	7.7
Total	285	100.0
Position	**Frequency**	**Percent**
Administrative Staff	29	10.2

Technical Staff	29	10.2
Management	227	79.6
Total	285	100.0
Year of Service	**Frequency**	**Percent**
1–3 years	97	34.0
4–7 years	22	7.7
8–10 years	166	58.2
Total	285	100.0

Source: Survey Data (2025)

Table 4.1 shows demographic data collected from 285 respondents who use the services of DICA (Directorate of Investment and Company Administration) in Myanmar, a majority of the users are male, with 86.7% identifying as such, while only 13.3% are female. This suggests a significant gender gap among DICA users, possibly reflecting broader trends in Myanmar's business and investment sectors where men may dominate formal business roles. The age distribution shows that most respondents (56.1%) are between 36 to 45 years old, followed by 27.7% aged 26 to 35. Only a small portion is under 25 (2.5%) or above 45 (13.7%), indicating that middle-aged professionals are the main users of DICA's services.

Regarding educational qualifications, an overwhelming majority of respondents (92.3%) hold a bachelor's degree, while only 7.7% have a master's degree. This indicates that DICA users are generally well-educated, with a solid academic background, which aligns with the nature of the services provided—such as company registration, investment procedures, and regulatory compliance—requiring a good understanding of administrative and legal processes. The data also shows that users in management roles make up the largest group (79.6%), while administrative and technical staff account for only 10.2% each, reflecting the managerial and decision-making level of engagement most users have with DICA.

In terms of work experience, a majority of respondents (58.2%) have been in service for 8 to 10 years, showing that experienced professionals are the primary users of DICA. Additionally, 34% have 1 to 3 years of experience, suggesting the presence of relatively newer employees also interacting with the platform, while only 7.7% have 4 to 7 years of service. This indicates that DICA's users are mostly seasoned professionals who are likely familiar with investment and company administration processes, further emphasizing the importance of the platform in supporting long-term business operations in Myanmar.

A reliability test is a statistical measure used to assess the consistency and stability of a research instrument or set of items over time. It evaluates how reliably a tool measures a concept by determining whether the results are repeatable and free from random error. One of the most common methods of testing reliability is Cronbach's Alpha, which measures the internal consistency of items within a scale—indicating how well the items correlate and work together to measure the same underlying construct. A high reliability score suggests that the instrument produces dependable results, which is essential for ensuring the accuracy and trustworthiness of research findings.

Table 4.2 Reliability Analysis

Sr No	Variables	Cronbach's Alpha	N of Items
1	Technological Infrastructure	0.846	8
2	Employee Competency	0.810	8
3	Process Automation	0.742	8
4	Accessibility of Digital Services	0.708	8
5	Perceived Ease of Use	0.733	8

6	Public Satisfaction	0.728	8

Source: Survey Data (2025)

Table 4.2 is the reliability analysis results, as measured by Cronbach's Alpha, indicate a strong level of internal consistency for all the variables under study. Cronbach's Alpha values above 0.70 are generally considered acceptable, and all six variables in this analysis meet or exceed that threshold. The highest reliability is observed in Technological Infrastructure with a value of 0.846, suggesting that the items used to measure this variable are highly consistent and reliable in assessing the concept. Employee Competency also shows strong reliability with a value of 0.810, confirming the consistency of responses in that category.

The importance of reliability analysis lies in ensuring that the measurement instruments used in the research are dependable and produce consistent results. Variables like Process Automation (0.742), Perceived Ease of Use (0.733), and Public Satisfaction (0.728) show acceptable levels of internal consistency. Although slightly lower than the first two, their values are still within the reliable range, indicating that the items effectively capture the intended concepts. These results validate the questionnaire's quality and enhance the credibility of the findings drawn from these variables.

Notably, Accessibility of Digital Services has the lowest Cronbach's Alpha at 0.708, but it still falls within the acceptable limit. This indicates that the construct is measured reliably, though there may be room for refinement in the related items. Overall, the results of the reliability analysis confirm that the instrument is well-structured and suitable for analyzing the relationship between digital transformation factors and public satisfaction. These consistent measurements provide a strong foundation for subsequent data analysis and interpretation in the study.

This study described the analysis on the influence factors of users' satisfaction in DICA. Measurement to user satisfaction involved following factors; (1) Technological Infrastructure, (2) Employee Competency, (3) Process Automation, (4) Accessibility of Digital Services and (5) Perceived Ease of Use. Each variable includes different number of statements and each statement is measured on five-point Likert scale. (1: strongly disagree, 2: disagree, 3: neither disagrees nor agrees, 4: agree and 5: strongly agree).

And, the mean score of each scale is ranging between 1 and 5. Hence it could be assumed that if the mean score of a statement is above 3, then users are satisfied to use DICA service.

4.3.1 Perception On Technological Infrastructure

The data collected from users of DICA (Directorate of Investment and Company Administration) services provide insights into their perceptions of the organization's technological infrastructure is shown in Table 4.3.

Table 4.4 Perception on Technological Infrastructure

Technological Infrastructure	Mean	Std. Deviation
The DICA office has adequate internet connectivity to support its services.	3.88	0.648
The office provides access to updated technological equipment.	3.88	0.641
The current infrastructure supports seamless digital service delivery.	3.91	0.654
There is minimal downtime in the use of technology.	3.48	0.642
The technological systems are user-friendly and easy to navigate.	3.82	0.648
The office regularly upgrades its technology infrastructure.	3.84	0.620
Technological infrastructure reduces the need for manual processes.	3.78	0.674

Investments in technology infrastructure have improved service efficiency.	3.55	0.723
Overall	3.77	0.66

Source: Survey Data (2025)

Overall, the mean score of 3.77 with a standard deviation of 0.66 indicates a generally positive evaluation, suggesting that most users are moderately satisfied with the technology infrastructure supporting DICA's services. This reflects a good level of confidence among users regarding the digital systems and resources in place.

Among the specific items, the highest-rated statement was "The current infrastructure supports seamless digital service delivery" with a mean of 3.91, indicating that users believe DICA's infrastructure is largely capable of delivering services effectively and without major technical obstacles. Similarly, statements about internet connectivity and updated equipment also scored high (3.88), suggesting that users experience a stable and modern technological environment at DICA, which supports their access to digital services.

However, the item "There is minimal downtime in the use of technology" received the lowest mean score of 3.48, which suggests that users may still encounter some interruptions or system failures during their use of DICA's digital services. This indicates an area that could benefit from further improvement to ensure uninterrupted service availability. Despite this, users still consider the systems user-friendly and easy to navigate (mean of 3.82), showing that once systems are operational, they are accessible and efficient for users.

Moreover, respondents acknowledged DICA's efforts in regularly upgrading its technology infrastructure (mean of 3.84), which reflects positively on the organization's commitment to keeping up with technological advancements. The mean score of 3.78 for reducing manual processes through technology also highlights the organization's progress in digital transformation. This automation likely contributes to improved efficiency and quicker processing times.

Lastly, the perception that technology investments have improved service efficiency (mean of 3.55) underscores a moderate level of satisfaction. While users

recognize the impact of technological enhancements, the slightly lower score compared to other items suggests that some may expect further improvements in operational outcomes. Overall, the responses reflect a solid foundation in technological infrastructure with a few key areas where enhancements could further improve the user experience.

4.3.2 Perception on Employee Competency

The data gathered from DICA service users regarding employee competency reveals a mixed but generally positive perception of the staff's ability to manage technology-driven services is shown in Table 4.4.

Table 4.4 Perception on Employee Competency

Employee Competency	Mean	Std. Deviation
Staff are adequately trained to use digital tools and systems.	3.58	0.649
Employees demonstrate confidence in handling technology-driven services.	3.51	0.790
Regular workshops are conducted to improve digital skills.	3.35	0.715
Employees effectively resolve technology-related issues during service delivery.	3.38	0.710
There is strong support from management to enhance employee competency in technology.	3.50	0.790
Employees are willing to adapt to new technological advancements.	3.58	0.649
Adequate resources are provided for employee skill development.	3.46	0.789
Employee competency significantly enhances the quality of service delivery.	3.35	0.715
Overall	3.46	0.73

Source: Survey Data (2025)

The overall mean score of 3.46 with a standard deviation of 0.73 indicates that users perceive the competency of employees as fairly good, though there are some areas where improvement may be necessary. This suggests that while the employees' skills are recognized, there are still aspects that users feel could be enhanced for better service delivery.

The highest-rated item was "Staff are adequately trained to use digital tools and systems" with a mean score of 3.58, indicating that users generally believe the staff possess the necessary skills to effectively handle the technology in use at DICA. Similarly, the statement "Employees are willing to adapt to new technological advancements" also received a high rating (mean of 3.58), suggesting that staff are open and receptive to adopting new technologies as they emerge. This reflects a positive attitude towards technological change among the employees, which can lead to improved service delivery in the future.

On the other hand, some aspects of employee competency received lower ratings, notably the items "Regular workshops are conducted to improve digital skills" (mean of 3.35) and "Employees effectively resolve technology-related issues during service delivery" (mean of 3.38). These scores suggest that users may feel there is room for improvement in terms of ongoing training and the ability of employees to handle technological challenges in real-time. This could indicate that while the employees may be capable, there is a need for more frequent and targeted skill-building initiatives to ensure that issues are addressed more efficiently.

The statement "There is strong support from management to enhance employee competency in technology" received a moderate mean score of 3.50, showing that while there is some recognition of management's role in supporting employee development, there may still be a gap in the perceived level of support. Additionally, the item "Adequate resources are provided for employee skill development" received a mean of 3.46, which suggests that while resources for training exist, users might expect more robust or accessible opportunities for skills enhancement.

Lastly, the item "Employee competency significantly enhances the quality of service delivery" scored the lowest (mean of 3.35), which may indicate that while employees are competent, users might not always feel that this competency directly

translates to higher service quality. This suggests that improving both the training frequency and the capacity for resolving issues could further enhance service delivery and improve users' overall experience with DICA services.

4.3.4 Perception on Process Automation

The data collected from users regarding the process automation in DICA services reflects a generally positive but somewhat mixed view of how automation impacts service delivery is shown in Table 4.5.

Table 4.5 Perception on Process Automation

Process Automation	Mean	Std. Deviation
The automation of processes has significantly improved the speed of service delivery.	3.44	0.717
Automated systems help reduce the likelihood of human errors in operational tasks.	3.29	0.901
The office leverages technology to efficiently manage and organize documents.	3.32	0.912
Automation has enhanced the accessibility of tax registration services for clients.	3.34	0.611
Most manual procedures have been replaced by streamlined digital processes.	3.24	0.931
Clients can conveniently monitor the progress of their service requests through automated tracking systems.	3.39	0.778
The use of process automation has led to greater accuracy in service	3.35	0.584

outcomes.		
Automation helps maintain consistency and standardization across all service deliveries.	3.44	0.801
Overall	3.35	0.78

Source: Survey Data (2025)

The overall mean score of 3.35 with a standard deviation of 0.78 suggests a moderately positive perception of process automation among respondents, indicating that while there are recognized benefits, there remains room for further improvement. The standard deviation reflects some variability in perceptions, showing that experiences with automation are not uniform across all users.

The statement "The automation of processes has significantly improved the speed of service delivery" received the highest mean score of 3.44 (SD = 0.717), indicating that many respondents perceive automation as beneficial in enhancing service delivery speed. Similarly, "Automation helps maintain consistency and standardization across all service deliveries" also scored 3.44, suggesting that automation is valued for promoting uniformity and reliability in services.

Conversely, the statement "Most manual procedures have been replaced by streamlined digital processes" received the lowest mean score of 3.24 (SD = 0.931), implying that full automation has not yet been achieved, and some manual processes may still be necessary. The relatively high standard deviation here further reflects differing experiences or inconsistent application of digital processes across services.

The statement "Automated systems help reduce the likelihood of human errors in operational tasks" was rated at 3.29, indicating that while automation is somewhat effective in minimizing human error, there is still skepticism or evidence of persistent mistakes. Similarly, "The office leverages technology to efficiently manage and organize documents" scored 3.32, suggesting moderate satisfaction but also potential inefficiencies in digital document management systems.

The item "Clients can conveniently monitor the progress of their service requests through automated tracking systems" scored 3.39, reflecting a fairly positive perception of transparency and tracking, though not overwhelmingly high. The statement "The use

of process automation has led to greater accuracy in service outcomes" earned a mean of 3.35, which, while positive, shows that perceptions of accuracy improvements are modest.

Overall, these findings suggest that while process automation within the office has led to improvements in speed, consistency, and transparency, users believe there is still scope for further advancements, particularly in fully digitizing manual procedures, reducing human error, and optimizing document management systems. Addressing these gaps could enhance the effectiveness of automation and further improve service delivery quality.

4.3.4 Perception on Digital Services

The data collected from users regarding the accessibility of digital services offered by DICA reflects a generally positive view, though there are areas where improvements could be made is shown in Table 4.6.

Table 4.6 Perception on Digital Services

Accessibility of Digital Services	**Mean**	**Std. Deviation**
Public services are easily accessible online through the DICA website.	3.49	0.735
Citizens find it convenient to access services digitally.	3.38	0.858
The digital platforms are available in both English and local languages.	3.35	0.885
Online services operate efficiently without significant delays.	3.36	0.633
Users face minimal issues while accessing digital services.	3.49	0.781
Mobile-friendly platforms are available for accessing public services.	3.58	0.649
Digital services cater to both urban and rural citizens effectively.	3.39	0.783
Accessibility of digital services enhances overall public satisfaction.	3.43	0.639

Overall	3.43	0.75

Source: Survey Data (2025)

With an overall mean of 3.43 and a standard deviation of 0.75, the responses suggest that users find digital services reasonably accessible, though some variability exists in their experiences. The standard deviations indicate diverse opinions about the ease of access, with some users facing more challenges than others, particularly in terms of language options and platform efficiency.

The statement "Public services are easily accessible online through the DICA website" received a mean score of 3.49, indicating that most users feel that they can access DICA services through the website with relative ease. Similarly, "Users face minimal issues while accessing digital services" also scored well, with a mean of 3.49, suggesting that for many, the process of accessing services online is relatively smooth. However, the standard deviation of 0.781 indicates that there are some users who may still experience difficulties or challenges when trying to access the services, highlighting the need for further improvements in user experience.

The statement "Citizens find it convenient to access services digitally" received a slightly lower mean of 3.38, suggesting that while the digital services are accessible, they may not always be perceived as highly convenient by all users. This is further reflected in the slightly lower mean of 3.36 for "Online services operate efficiently without significant delays," indicating that some users experience delays or inefficiencies in the online platform. These responses point to areas where improving the responsiveness and speed of digital services could enhance user satisfaction.

The item "The digital platforms are available in both English and local languages" received a mean of 3.35, showing that while the availability of multiple languages is appreciated, there may still be room for improvement in ensuring that all users, particularly those in rural areas or with limited English proficiency, can fully access the services. This is consistent with the mean of 3.39 for "Digital services cater to both urban and rural citizens effectively," which shows a moderate level of satisfaction but highlights potential challenges in reaching all segments of the population equally.

Lastly, "Mobile-friendly platforms are available for accessing public services" received a relatively high mean of 3.58, suggesting that users find the mobile

accessibility of DICA's digital services to be an important strength. This is particularly relevant for users in rural areas or those who rely more on mobile devices than desktop computers. The relatively high score of 3.43 for "Accessibility of digital services enhances overall public satisfaction" reflects the overall positive view of DICA's digital accessibility, though the data also indicates areas for improvement, particularly in terms of efficiency and language inclusivity.

4.3.5 Perception **Perceived Ease of Use**

The data on the perceived ease of use of DICA's digital services reflects a generally positive response from users, although some areas could benefit from further optimization is shown in Table 4.7.

Table 4.7 Perception on Perceived Ease of Use

Perceived Ease of Use	**Mean**	**Std. Deviation**
The technology used in DICA services is easy to understand.	3.40	0.788
Service users need minimal guidance to access digital platforms.	3.37	0.708
Clear instructions are provided for navigating online services.	3.39	0.670
The user interface of DICA’s digital platforms is intuitive.	3.38	0.898
Information on digital platforms is well-organized and easy to find.	3.28	0.934
The services provided digitally meet users’ expectations of simplicity.	3.36	0.638
Tutorials or FAQs are available to assist users in accessing digital services.	3.31	0.952
Perceived ease of use encourages more citizens to adopt digital services.	3.39	0.787
Overall	3.36	0.80

Source: Survey Data (2025)

With an overall mean of 3.36 and a standard deviation of 0.80, the responses indicate that users find the services moderately easy to use, but there is noticeable

variation in individual experiences. The relatively high standard deviation suggests that while many users find the services accessible, others may face challenges in navigating the platforms or understanding the technology.

The statement "The technology used in DICA services is easy to understand" received a mean score of 3.40, showing that most users feel the technology is relatively simple to understand. Similarly, "Service users need minimal guidance to access digital platforms" scored a mean of 3.37, indicating that many users can access services without significant difficulty. However, the standard deviation for these statements (0.788 and 0.708, respectively) suggests that some users may still require assistance or guidance, highlighting areas where user support could be improved to ensure that all users can easily engage with the digital platforms.

The statement "Clear instructions are provided for navigating online services" received a mean of 3.39, indicating that instructions are generally helpful but might not be sufficiently clear for all users. This is further echoed in the lower mean score of 3.28 for "Information on digital platforms is well-organized and easy to find," which suggests that some users may struggle with finding information efficiently. This points to a potential area for improvement in the organization of content on the platforms to enhance users' ability to find what they need with ease.

The statement "The user interface of DICA’s digital platforms is intuitive" scored a mean of 3.38, which reflects a moderate level of satisfaction with the design of the interface. However, the relatively high standard deviation (0.898) indicates that there may be significant variation in how users perceive the intuitiveness of the interface, suggesting that some users find it less intuitive than others. Similarly, "Tutorials or FAQs are available to assist users in accessing digital services" received a mean of 3.31, suggesting that while such resources are available, they may not be comprehensive enough or easily accessible for all users.

Finally, "Perceived ease of use encourages more citizens to adopt digital services" received a mean score of 3.39, showing that many users agree that ease of use plays a key role in encouraging adoption of digital services. The overall mean of 3.36 and standard deviation of 0.80 highlight that while the platforms are perceived as reasonably easy to use, there is still room for improvement in terms of user experience. Enhancing the clarity

of instructions, improving the organization of information, and making the user interface more intuitive could further increase the adoption and satisfaction of users engaging with DICA's digital services.

4.3.1 Perception on Public Satisfaction

The data on public satisfaction with DICA's digital services indicates a generally positive response, although there is variation in satisfaction across different aspects of the services is shown in Table 4.8.

Table 4.8 Analysis on Public Satisfaction

Public Satisfaction	**Mean**	**Std. Deviation**
Technology adoption has improved satisfaction with DICA services.	3.51	0.816
Citizens are pleased with the efficiency of digital public services.	3.54	0.684
Digital platforms meet the expectations of service users.	3.47	0.816
Public services have become more reliable due to technology.	3.34	0.692
Service users report fewer complaints since technology adoption.	3.34	0.640
Citizens are satisfied with the security of digital services.	3.28	0.883
The availability of digital services has enhanced the overall image of DICA.	3.29	0.929
The convenience of technology-driven services increases public satisfaction.	3.33	0.620
Overall	3.39	0.76

Source: Survey Data (2025)

The overall mean score of 3.39 with a standard deviation of 0.76 suggests that while many users are satisfied with DICA's technology-driven services, there are some areas where satisfaction could be further enhanced. The relatively high standard deviation points to differences in user experiences, with some citizens more satisfied than others,

particularly in areas related to service reliability, security, and overall image. The statement "Citizens are pleased with the efficiency of digital public services" received a mean score of 3.54, indicating a high level of satisfaction with the speed and effectiveness of digital services. Similarly, "Technology adoption has improved satisfaction with DICA services" scored 3.51, highlighting that technology has positively impacted the public's perception of DICA's services. However, the standard deviations for these statements (0.816 and 0.684, respectively) suggest that while many users feel positively about the efficiency and impact of technology, others may not experience the same level of satisfaction.

On the other hand, "Citizens are satisfied with the security of digital services" received a mean of 3.28, which is relatively lower compared to the other statements, and its higher standard deviation (0.883) indicates significant variation in perceptions of security. This suggests that some users have concerns regarding the safety of their personal data when using DICA's digital platforms, highlighting an area that may need attention to improve public trust and confidence in the security measures of these services.

The statements "Public services have become more reliable due to technology" and "Service users report fewer complaints since technology adoption" both received a mean score of 3.34, indicating that while many users believe technology has increased the reliability of services and reduced complaints, there is still room for improvement. These results suggest that some users may still face issues with reliability, which could be a factor affecting overall satisfaction.

Lastly, "The availability of digital services has enhanced the overall image of DICA" received a mean of 3.29, indicating that while digital services have positively impacted DICA's image, it is not as strongly perceived as in other areas like efficiency and technology adoption. The convenience of technology-driven services, which scored 3.33, highlights that while convenience is recognized, it is not the primary factor driving public satisfaction. To further enhance public satisfaction, DICA could focus on addressing concerns related to service reliability, security, and the overall perception of its image.

CHAPTER V

CONCLUSION

This study describes the findings based on survey analysis and, suggestions based on findings.

5.1 Findings

The findings from the demographic information indicate that the majority of DICA users in Myanmar are male professionals in mid-level to senior management positions. Most respondents are within the working-age group, particularly middle-aged, and possess at least a bachelor's degree, reflecting a well-educated user base. The data also suggests that users tend to have significant work experience, with many having been in service for several years. This highlights that DICA is primarily utilized by experienced and educated individuals involved in business management and decision-making roles.

The study reveals that users of DICA's digital services generally have a positive perception of the organization's technological infrastructure. Respondents indicated that the office maintains reliable internet connectivity and updated equipment, while the systems are easy to navigate. Although occasional downtimes and the need for further upgrades exist, the infrastructure overall contributes to an efficient digital environment that supports public service delivery effectively.

Employee competency emerged as a critical factor influencing user satisfaction. Most users acknowledged that DICA staff demonstrate adequate training and are confident in handling technology-based services. However, there are opportunities to enhance digital skills further through more regular training sessions and stronger management support for skill development. This dimension plays a key role in ensuring smooth service delivery and user trust.

Regarding process automation, the data suggests a moderate level of user approval. Respondents appreciated how automation has streamlined processes and improved accuracy, though manual procedures have not been fully eliminated. The ability to track service progress through automated systems and the perceived consistency of services delivered show that automation contributes positively, albeit with room for more comprehensive implementation.

Accessibility of digital services is another strength of DICA, especially the availability of services online and on mobile-friendly platforms. Users find it relatively easy to access services digitally, and this accessibility is enhanced by multilingual support. However, challenges still exist in reaching all users effectively, especially in rural areas and among those less familiar with digital technology.

The perceived ease of use of DICA's digital platforms also influences public satisfaction significantly. The platforms are generally intuitive, with clear instructions and organized information, though some users may require additional guidance. The availability of tutorials and FAQs could be expanded to support a broader range of users, particularly first-time or less tech-savvy users.

Public satisfaction overall reflects a combination of the above factors. Users are generally pleased with the efficiency, reliability, and security of digital services. The adoption of technology has reduced complaints and improved the image of DICA in the eyes of the public, indicating that digital transformation efforts are yielding positive outcomes.

5.2 Suggestions

To enhance public satisfaction further, DICA should continue investing in employee development programs focused on digital competency. This includes providing

ongoing training workshops, encouraging adaptive learning for new technologies, and establishing mentorship systems to support staff growth. Empowering employees with the right digital skills will not only improve service quality but also instill greater confidence among users.

DICA should also prioritize expanding automation across more service areas. Streamlining processes to minimize manual interventions will improve efficiency and reduce human error. Furthermore, continuous upgrades to infrastructure and systems, including cloud-based solutions and real-time tracking features, can make the user experience even more seamless and dependable.

Lastly, the organization must enhance user support tools and service accessibility. This involves refining user interfaces, offering comprehensive self-help resources like video guides and live chat support, and ensuring all services are optimized for mobile use. Targeted outreach to rural and underserved communities is also essential to bridge the digital divide and ensure inclusive access to public services.

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APPENDIX

SURVEY QUESTIONNAIRE

"A STUDY ON E –GOVERNMENT IMPLEMENTATION IN PUBLIC SEVICES DELIVERY AT DIRECTORATE OF INVESTMENT AND COMPANY ADMINISTRATION (DICA) ."

This survey aims to gather insights on how technological advancements have influenced public service delivery at the Directorate of Investment and Company Administration (DICA). The questionnaire is divided into two parts: the first part collects demographic information, and the second part includes statements related to key factors affecting technology adoption and public satisfaction. Your responses will be kept strictly confidential and used solely for academic purposes. Your participation is highly valued and will contribute significantly to understanding and improving public service delivery through technology.

Part I: Demographic Information

Please provide the following information by ticking the appropriate box or filling in the blanks.

1. **Gender**
    - Male
    - Female
2. **Age**
    - Below 25 years
    - 25–34 years
    - 35–44 years
    - 45–54 years
    - 55 years and above

3. **Educational Qualification**
    - High School
    - Diploma
    - Bachelor’s Degree
    - Master’s Degree or above
4. **Position in the Organization**
    - Administrative Staff
    - Technical Staff
    - Management
    - Other (please specify): _____
5. **Years of Service in DICA Office**
    - Less than 1 year
    - 1–3 years
    - 4–7 years
    - 8–10 years
    - Over 10 years

Part II: Statements Related to the Study Variables

Please rate the following statements based on your agreement using the scale below: 1 = Strongly Disagree, 2 = Disagree, 3 = Neutral, 4 = Agree, 5 = Strongly Agree

6.Technological Infrastructure

Sr No	Technological Infrastructure	SD	D	N	A	SA
1	The DICA office has adequate internet connectivity to support its services.	1	2	3	4	5
2	The office provides access to updated technological equipment.	1	2	3	4	5
3	The current infrastructure supports seamless digital service delivery.	1	2	3	4	5
4	There is minimal downtime in the use of technology.	1	2	3	4	5
5	The technological systems are user-friendly and easy to navigate.	1	2	3	4	5
6	The office regularly upgrades its technology infrastructure.	1	2	3	4	5
7	Technological infrastructure reduces the need for manual processes.	1	2	3	4	5
8	Investments in technology infrastructure have improved service efficiency.	1	2	3	4	5

7.Employee Competency

Sr No	Employee Competency	SD	D	N	A	SA
1	Staff are adequately trained to use digital tools and systems.	1	2	3	4	5
2	Employees demonstrate confidence in handling technology-driven services.	1	2	3	4	5
3	Regular workshops are conducted to improve digital skills.	1	2	3	4	5
4	Employees effectively resolve technology-related issues during service delivery.	1	2	3	4	5
5	There is strong support from management to enhance employee competency in technology.	1	2	3	4	5

6	Employees are willing to adapt to new technological advancements.	1	2	3	4	5
7	Adequate resources are provided for employee skill development.	1	2	3	4	5
8	Employee competency significantly enhances the quality-of-service delivery.	1	2	3	4	5

8.Process Automation

Sr No	**Process Automation**	**SD**	**D**	**N**	**A**	**SA**
1	The automation of processes has significantly improved the speed of service delivery.	1	2	3	4	5
2	Automated systems help reduce the likelihood of human errors in operational tasks.	1	2	3	4	5
3	The office leverages technology to efficiently manage and organize documents.	1	2	3	4	5
4	Automation has enhanced the accessibility of tax registration services for clients.	1	2	3	4	5
5	Most manual procedures have been replaced by streamlined digital processes.	1	2	3	4	5
6	Clients can conveniently monitor the progress of their service requests through automated tracking systems.	1	2	3	4	5
7	The use of process automation has led to greater accuracy in service outcomes.	1	2	3	4	5
8	Automation helps maintain consistency and standardization across all service deliveries.	1	2	3	4	5

9.Accessibility of Digital Services

Sr No	Accessibility of Digital Services	SD	D	N	A	SA
1	Public services are easily accessible online through the DICA website.	1	2	3	4	5
2	Citizens find it convenient to access services digitally.	1	2	3	4	5
3	The digital platforms are available in both English and local languages.	1	2	3	4	5
4	Online services operate efficiently without significant delays.	1	2	3	4	5
5	Users face minimal issues while accessing digital services.	1	2	3	4	5
6	Mobile-friendly platforms are available for accessing public services.	1	2	3	4	5
7	Digital services cater to both urban and rural citizens effectively.	1	2	3	4	5
8	Accessibility of digital services enhances overall public satisfaction.	1	2	3	4	5

10. Perceived Ease of Use

Sr No	Perceived Ease of Use	SD	D	N	A	SA
1	The technology used in DICA services is easy to understand.	1	2	3	4	5
2	Service users need minimal guidance to access digital platforms.	1	2	3	4	5
3	Clear instructions are provided for navigating online services.	1	2	3	4	5
4	The user interface of DICA's digital platforms is intuitive.	1	2	3	4	5
5	Information on digital platforms is well-organized and easy	1	2	3	4	5

	to find.					
6	The services provided digitally meet users' expectations of simplicity.	1	2	3	4	5
7	Tutorials or FAQs are available to assist users in accessing digital services.	1	2	3	4	5
8	Perceived ease of use encourages more citizens to adopt digital services.	1	2	3	4	5

11. Public Satisfaction

Sr No	**Public Satisfaction**	**SD**	**D**	**N**	**A**	**SA**
1	Technology adoption has improved satisfaction with DICA services.	1	2	3	4	5
2	Citizens are pleased with the efficiency of digital public services.	1	2	3	4	5
3	Digital platforms meet the expectations of service users.	1	2	3	4	5
4	Public services have become more reliable due to technology.	1	2	3	4	5
5	Service users report fewer complaints since technology adoption.	1	2	3	4	5
6	Citizens are satisfied with the security of digital services.	1	2	3	4	5
7	The availability of digital services has enhanced the overall image of DICA.	1	2	3	4	5
8	The convenience of technology-driven services increases public satisfaction.	1	2	3	4	5