



**REPUBLIC OF TURKEY
OSTİM TECHNICAL UNIVERSITY
INSTITUTE OF SOCIAL SCIENCES
FACULTY OF ECONOMICS AND ADMINISTRATIVE
DEPARTMENT OF ECONOMIC
BACHELAR DEGREE PROGRAM**

**THE EFFECT OF THE DIGITAL TRANSFORMATION ON
CONSULAR SERVICE PERFORMANCE AT EMBASSY OF
FEDERAL REPUBLIC OF SOMALIA IN ANKARA-TURKEY**

BACHELOR THESIS

SUNDUS BASHI NUR

ANKARA 2026



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BACHELAR THESIS

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ANKARA 2026

THESIS ACCEPTANCE AND APPROVAL

This study, title “The Effect of the Digital Transformation on Consular Service Performance at Embassy of the Federal Republic of Somali in Ankara-Türkiye” prepared by Sundus Bashi Nur. The faculty jury members examined and approved this thesis as a graduation project.

Date of Approval: ____/____/ 2026

Thesis Supervisor: Assoc. Prof. Bahar Erdal

OSTİM Technical University

APPROVAL

I hereby approve that this study, accepted by the jury, fulfills the requirements for being a Bachelor Thesis.

____/____/2025

OSTİM TECHNICAL UNIVERSITY
UNGRADUATE SCHOOL OF SOCIAL SCIENCES BACHELOR THESIS
ORIGINALITY REPORT

Thesis Title: The Effect of Digital Transformation on Consular Service Performance at Embassy of the Federal Republic of Somalia in Ankara

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Faculty: Economics and Administrative Science

Department: Economic

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I hereby declare that this thesis is an original study prepared by me in partial fulfillment of the requirements for the bachelor's degree.

I confirm that I have acted in accordance with scientific and academic ethical principles and rules throughout all stage of this study, including its preparation, data collection, analysis and presentation. All information and documents used in this study have been obtained within the framework of academic ethics and properly cited.

I declare that all visual, audio and written materials and results have been presented in accordance with scientific ethical standards and that no falsification or manipulation has been made in the data used. All sources have been properly referenced in line with academic norms.

Except for the parts where sources are appropriately cited, this thesis has been written entirely by me and reflects my own original work. This study has been conducted under the supervision of Assoc. Prof. Bahar Erdal and prepared in accordance with the thesis writing guidelines of OSTİM Technical University.

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Date: __/__/2026

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Signature:.....

ABSTRACT

Thesis

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**The Effect of the Digital Transformation on Consular Service Performance at Embassy
of the Federal Republic of Somalia in Ankara**

Digital transformation is increasingly seen as a strategic need for improving organizational efficiency and service delivery, particularly in public sector organizations. Employing digital advancements aims to enhance service ease of use, speed, reliability and citizen satisfaction, especially when it comes to diplomatic services. This study examines the effect of digital transformation on the performance of consular services at the Somali Embassy in Ankara.

The study uses a quantitative approach, gathering information from 130 respondents, including Somali residents and employees of the embassy in Ankara. The structured surveys were administered using Google Forms using a five-point Likert scale. For the purpose of finding out how digital transformation projects are related to the success of diplomatic services, JAMOVİ analysis software has been utilized to analyse the data.

To sum up, the study found that digital transformation is a critical factor for the execution of consular services at the Somali Embassy in Ankara. By emphasizing the development of digital infrastructure and the improvement of staff adaptation to digital systems, it is possible to further improve that the quality service provided and efficiency within operations. These results provide valuable information for policymakers and embassy management to enable digital efforts for improved public service delivery.

Keyword: Digital, Transformation, Consular, Service, Performance, Embassy, Somali, Ankara

ÖZET

Tez Sahibi	:
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Dijital dönüşüm, kamu sektörü kuruluşlarında kurumsal verimliliği ve hizmet sunumunu artırmak için giderek daha fazla stratejik bir gereklilik olarak görülmektedir. Dijital gelişmelerden yararlanmak; diplomatik söz konusu olduğunda hizmetin kullanım kolaylığını, hızını, güvenilirliğini ve vatandaş memnuniyetini artırmayı hedeflemektedir. Bu çalışma, dönüşümün Somali'nin Ankara •yükelçiliği'ndeki konsolosluk hizmetlerinin performansı "zerindeki etkisini incelemektedir. Nicel bir yaklaşımın benimsendiği bu çalışmada, Ankara'da yaşayan Somali vatandaşları ve büyükelçilik çalışanlarından oluşan 130 katılımcıdan veri toplanmıştır. Yapılandırılmış anketler, beşli Likert Çlçeği kullanılarak Google Formlar aracılığıyla uygulanmıştır. Dijital dönüşüm projelerinin diplomatik hizmetlerin başarısı ile nasıl bir ilişkisi olduğunu belirlemek amacıyla verilerin analizinde JAMOVI analiz yazılımı kullanılmıştır.

Sonuç olarak, araştırma, Somali'nin Ankara büyükelçiliğindeki konsolosluk hizmetlerinin yürütülmesinde dijital dönüşümün hayati önem taşıdığını göstermiştir. Dijital altyapının geliştirilmesine ve personelin dijital sistemlere uyumunun artırılmasına odaklanmak, hizmet kalitesini ve operasyonel verimliliği de artırabilir.politika yapıcılar ve büyükelçilik yöneticileri, sunumu iyileştirmek için dijital projeleri başlatmak için yararlı bilgiler alırlar.

PREFACE

This thesis titled “The Effect of Digital Transformation on Consular Service Performance at the Embassy of the Federal Republic of Somali in Ankara, Türkiye,” has been prepared in partial fulfillment of the requirements for my undergraduate degree at OSTİM Technical University Institutes.

The motivation for this study comes from the growing importance of digital technologies in improving public service delivery. As governments and diplomatic institutions continue to adopt digital systems, it becomes essential to understand how these changes influence service performance. This research focuses on the Embassy of the Federal Republic of Somali in Ankara, aiming to assess how digital transformation contributes to the efficiency and quality of consular services.

The process of completing this study has been both challenging and insightful. It has provided me with valuable knowledge and research experience, particularly in the field of public administration and digital transformation.

I hope that the findings of this study will contribute to future research and offer practical value for improving consular services.

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ABBREVIATIONS

CHAPTER ONE: INTRODUCTION

1.1 Background of the Study

The term "digital transformation" primarily refers to the transformation in the scope and direction of digital government. Researchers seek to understand how and why these initiatives succeed or fail as practitioners attempt to implement a comprehensive approach to digital government beyond the simple digitization of existing offline processes. According to Alford and O'Flynn (2009), digitization initiatives are a significant step toward improving the effectiveness and efficiency of public sector organization procedures and outputs.

Although digital technology has the potential to expedite the public service process, there are numerous obstacles that must be overcome. One of them is the digital divide, which still exists in certain locations, particularly in rural and distant ones. A lot of individuals in this region don't have enough access to technology such as dependable internet or digital gadgets. This makes it more difficult for them to use government-provided digital services. Consequently, the government has the responsibility to make sure that digital transformation in public services also involves steps to close the technological divide by enhancing the region's technology infrastructure (Dhahir, 2019).

Digital transformation also poses new problems with protecting privacy and data security (Signore et al., 2005). As more and more personal data is stored and handled digitally, the chances of data leaks and information abuse are rising. So, it's necessary for the government to make its cybersecurity system stronger and make sure that its residents' personal information is safe. In this situation, it is also extremely vital to make rules for protecting personal data stronger. The implementation of the Personal Data Protection Law (PDP Law) necessitates additional measures to preserve public confidence in digital systems utilized in public services (Alfi et al., 2023).

According to studies, organizations are more inclined to recruit applicants with digital capabilities who are in great demand (Tajuddin et al., 2022). Information and communication technology (ICT) is beneficial when groups need to collaborate and make choices across national and commercial borders (Wang, 2005). Consequently, employees must possess the ability to establish connections and collaborate with others that extend beyond the confines of their organizations. Employees are expected to be able to instantly share ideas, information and experiences in today's knowledge-based society (Laar et al., 2020).

Resources and capabilities, as well as external demands, must be assessed in the context of digital transformation (DT) management, according to them. Digital transformation characteristics that provide adaptable operation and response to rapidly evolving client value propositions are provided by Berman (2012).

Dremel et al. (2017) elucidates that digital transformation necessitates the development of big data analytics skills in reaction to shifts in product value propositions. This necessitates alterations to decision-making procedures and therefore, organizational change.

Therefore, organizations must innovate their business models and promote community and consumer cooperation. Additionally, businesses that have digital transformation skills must connect different channels, use analytics to get insights, improve the digitally enabled supply chain and make it possible for a networked workforce (Berman, 2012).

In order to accomplish goals like more openness, honesty and citizen involvement, public administrations are conscious of the need to enhance service delivery and become more efficient (Luna-Reyes & Gil-Garcia, 2014; Nograsek and Vintar, 2014). In addition to having a much wider impact such as altering an organization's structure and culture or involving citizens and other partners in the co-design and co-delivery of public services, the use of digital tools enables changes in the way public administrations carry out their work, communicate and provide services (Bretschneider and Mergel, 2011; Mergel, Schweik, and Fountain, 2009; Sivarajah, Irani, and Weerakkody, 2015).

In their analysis of the paradox of low adoption of electronic government despite two decades of investment, Savoldelli, Codagnone and Misuraca (2014) discovered that institutional and political issues, which are the primary obstacles to adoption, were only recently shifted from technological and operational concerns. A growing portion of cultural, political, economic and other human endeavour occurring online run the danger of exacerbating already-existing issues with power imbalance, division, inequality, exclusion, fraud, insecurity and many other issues (Janowski, 2015).

Moreover, the digital transformation is essential for enhancing organizational efficiency and service quality in both the public and private sectors, particularly within diplomatic missions. By integrating digital technologies, embassies can enhance consular services, enabling quicker processing of documents and improved communication with citizens. The study aims to investigate how digital technologies influence efficiency, service quality and accessibility user satisfaction at the Somali Embassy in Ankara, providing valuable insights for the enhancement of service delivery.

While evidence from Africa and other countries generally show that stronger e-government development is linked to less perceived corruption (Park and Kim, 2020), the case of Somalia shows why context is important: digital reforms work through institutions, enforcement and citizen oversight, and these conditions are often limited in fragile settings. Davis (1989) elucidates how individuals' opinions of utility and usability influence adoption and trust. These viewpoints are especially pertinent in Somalia, where the state is restoring administrative capacity while individuals' everyday experiences with service access continue to affect political confidence and standards of accountability.

1.2 Statement of the Problem

Despite those results, many government organizations still fail to properly adapt to digital transformation. Traditional manual processes, inadequate technological infrastructure and poor digital skills among employees can result in service delivery errors. As a consequence, some people may encounter delays, inaccuracies and discontent while seeking government services (Mergel, Edelmann, and Haug, 2019).

Public sector personnel often confront problems such as huge workloads, repetitive manual duties, and delayed information flow, all of which may have a detrimental influence on consular service. Implementing digital technologies offers the ability to alleviate these challenges by automating jobs, enhancing access to information and optimizing work processes (Ross, Beath, and Mocker, 2019).

At the Somali Embassy in Ankara, employees handle consular and administrative tasks, facing challenges due to manual processes and limited digital resources, which can reduce efficiency and delay service. Although some digital tools have been introduced, their actual impact on performance has not been evaluated. This understanding is crucial for enhancing employee performance and ensuring quality service to citizens abroad, who depend on essential consular services like passport issuance and emergency assistance. The reliance on manual procedures in many diplomatic missions undermines service delivery and citizen trust in government.

Currently, the Embassy of the Federal Republic of Somalia in Ankara is facing increased demand for consular services and must enhance its service efficiency. This study aims to evaluate how digital transformation affects consular service performance at the embassy, focusing on improvements in efficiency, service quality and citizen satisfaction.

1.3 Objective Research

This study examines the effects of digital transformation on consular service performance at the Embassy of the Federal Republic of Somali in Ankara. It centers on how the implementation of the digital technologies influences the efficiency of the services.

1. To evaluate the effect of digital transformation on consular service performance.
2. To determine the effect of digital transformation on citizen satisfaction with consular service.
3. To examine the relationship between digital transformation and consular service performance.

1.4 Question Research

The questions addressed in this research include:

1. How does the effect of digital transformation on consular service performance?

2. How does the effect of digital transformation on citizen satisfaction with consular service?
3. What is the relationship between digital transformation and consular service performance?

1.5 Scope of the Study

This study evaluates the effect of digital transformation initiatives on consular services at the Embassy of the Federal Republic of Somali in Ankara. It examines the adoption of key digital tools such as visa processing and assesses staff adaptation to these focusing on workflow and communication. Limitation include restricted access to internal data and a limited sample size.

1.6 Significance of the Study

This study on digital transformation provides valuable findings for governments and policymakers, illustrating how digital systems improve service performance, which can inform improvements in other public institutions. It also contributes to the academic literature on public service digitalization in Somalia and provides benchmarks for other embassies considering similar initiatives.

This research aims to enhance the existing knowledge regarding the interplay between digital transformation and consular service performance with a particular focus on the often-overlooked context of economically developing nations, such as Somali. Additionally, this study is important since it could help researchers fully understand how digital transformation serves as a crucial driver consular service performance. It could also provide useful tips for embassies that want to use technology effectively to improve service delivery and achieve long-term sustainability.

1.7 Limitation of the Study

This research has limitations to the Embassy of the Federal Republic of Somali in Ankara, which may limit the generalization of the results to other organizations. The study depends on questionnaire data, which might be influenced by respondents' opinions. Furthermore, the limited sample size may restrict the statistical efficacy of the findings.

CHAPTER TWO: LITERATURE REVIEW

2.1 Digital Transformation

The phrase "digital transformation," which was borrowed from the private sector, refers primarily to the need of using new technology in order to remain competitive in the Internet era, when goods and services are provided both online and offline. Online service transformation is seen to be a means of increasing automation and customization via standardization (Andal-Ancion, Cartwright, and Yip, 2003). According to Berman (2012), digital transformation may be defined as a method of rebuilding company models in accordance with consumer requirements via the use of new technology.

Digital transformation has profoundly altered a variety of sectors, including public services, by incorporating digital technologies that improve and expedite service delivery. Information and communication technology (ICT) has evolved from a solitary assistive aid to the fundamental infrastructure that facilitates more accessible, streamlined, and efficient public service delivery in the contemporary era (Jun et al., 2022; Rhee et al., 2022).

However, digital transformation in public services involves the integration of digital technologies into government operations to improve the efficacy, accessibility, transparency, and responsiveness of services. Unlike simple digitization, which entails the conversion of analogue processes into digital formats, digital transformation requires a systemic and cultural transformation in the conception and delivery of public services (Jun et al., 2022; Rhee et al., 2022). Transformation must be user-centric, supported by adaptive institutions, and entrenched in data-driven decision-making, as emphasized by Aminah and Saksono (2021). Digital transformation is especially important for metropolitan governments to satisfy the expectations of people who are increasingly reliant on online interactions, especially in areas with heavy service demand.

In the public sector, digital transformation also needs strong institutional assistance and flexible governance systems. Old administrative systems, which are often dictatorial and inflexible, must transform into more flexible, learning-oriented organizations (Vărzaru, 2023; Rudmark and Molin, 2023).

Through the development of information and communication technologies in government, Luna-Reyes and Gil-Garcia (2014) provide a theory of the co-evolution of technology, organization networks, and institutional arrangements to explain the process of government transformation, including internal government transformation and the transformation of the relationships between government and other social and political actors.

According to Jun and Weare's (2010) analysis of institutional motivations for implementing innovations like Electronic Governance, which takes into account internal

efficiency, internal politics, and external demands, external factors have a greater influence than internal ones. This suggests that, if change barriers are removed, the development of Electronic Government may make governments more responsive to external constituencies.

Furthermore, digital transformation has become a critical component of modern governance, revolutionizing the way public institutions operate and provide services in a world that is becoming more interconnected (Forum et al., 2025). Governments all across the world are using digital technology to make things more efficient, more open, and to get people more involved. In countries that are still developing, such as Somalia, these improvements provide us a chance to speed up the growth of institutions and bring administrative processes up to date. Even if these changes might be good, digital transformation efforts mostly depend on how well public sector workers are with technology and whether there are organized, ongoing training programs (Mustofa et al., 2025).

In recent years, Somalia has made significant strides in digitization, aided by state ICT policies, capacity-building initiatives, and help from foreign development partners (Hashi, 2025). In the African context, examination indicates that governments are investing in digital strategies to improve state capacity; however, there are substantial deficits in human resource preparedness. Most public employees lack fundamental digital capabilities, which leads to underutilisation of e-government platforms and decreased efficiency in administrative processes, according to research done throughout East African public institutions (Shibambu, 2024).

In short, digital evolution is essential for the government to provide more modern services and make them easier for people to use. Diplomatic content, the Somali Embassy in Ankara, rely heavily on digital transformation to improve consular services such as visa processing, passport applications and citizen communication. The adoption of digital becoming digital is considered as one of the main ways that current public sector organizations can improve their diplomatic service.

2.2 Consular Service Performance

Efficiency, responsiveness, dependability, and citizen satisfaction are prominent measures used to evaluate service performance in public organizations. According to A. Parasuraman, Valarie A. Zeithaml, and Leonard L. Berry, great service performance occurs when organizations provide services that meet or exceed the expectations of their customers. Digital transformation adds to these aspects by allowing for speedier service delivery, more accuracy, and improved communication between institutions and individuals.

In addition, digital technologies make services more accessible and convenient for consumers. Citizens may obtain services remotely using online service platforms rather than

visiting government offices in person. This decreases wait times and increases general satisfaction with public services. According to Jane E. Fountain, digital government technologies enable organizations to provide more citizen-centered services by making information and services more accessible and transparent (Fountain, 2001).

During the development of information and communication technology (ICT), governments, organizations, and people underwent a significant transformation in their methods of working. Similarly, government organizations have recognized the importance of the Internet and have initiated significant renovations to ensure that users have simple access to e-services, regardless of their location (Karim, 2003). A planned strategy for a government to integrate front-line ICT services, primarily through web-based internet use, in their activities to enhance service delivery and foster a more active commitment with the citizens is delineated as e-government (Fang, 2002). Digital government, electronic governance, and other similar terms are all examples of e-government (Grönlund and Horan, 2005).

The provision of information and services to businesses and citizens through the Internet is generally referred to as e-government (Tohidi, 2011; Norris, 2010). (Zavareh et al.2012) looked at how the quality of online service affects how happy e-customers are. The outcomes specified that effective and consistent services, satisfaction, trust/security, responsiveness, and ease of use establish the quality of e-service for e-services.

According to Welch et al. (2005), citizens' confidence in the government has been assessed. Additionally, the authors discovered that consumers who have a higher level of trust in the government exhibit higher levels of satisfaction with e-government, and the reverse is also true. (Hamner & Al-Qahtani, 2009) examined public willingness to use e-government services if they were offered. Also, it is proposed that the expectation that technology-supported transformation can enhance the trust of citizens by renovating governments may be extraordinary.

Therefore, the modern public sector has been charged with rebuilding government with the objective to make e-governance more efficient and successful. It is evident from the results and findings that information technology can significantly contribute to the development of a more efficient e-government that can offer improved services and, in turn, increase citizens' confidence in public-sector management. Although stakeholders demonstrate considerable enthusiasm for the enhancement of e-government, users' expectations have yet to be satisfied (Abbasi, and Hyder, 2024).

2.3 The Relationship of Digital Transformation and Consular Service Performance

The research says that digital government initiatives have a substantial effect on the

development of public service performance. Digital technologies increase the efficacy of government organizations by allowing for quicker communication, greater information exchange, and more transparent decision-making processes. These enhancements enable public organizations to better react to the requirements of residents (Janowski, 2015).

Similarly, research undertaken by Ines Mergel and colleagues show that digital transformation improves the operational capability of public institutions by modernising service delivery systems and enhancing internal staff collaboration (Mergel, Edelmann, and Haug, 2019). When government agencies use digital technology like electronic records management, online service portals, and automated processes, they may increase efficiency and service quality.

However, the efficacy of digital transformation in increasing service performance is contingent on a number of organizational elements, including technology infrastructure, human skills, leadership backing, and institutional preparation. To get the most out of digital transformation, organizations should educate their employees and make sure digital technologies integrate in with overall operations, according to research by Jeanne W. Ross and colleagues (Ross, Beath, and Mocker, 2019).

Digital government plans are essential for the modernization of the public sector. These techniques aid in identifying and developing the organizational structures required to support digitization activities, as well as creating effective ways to communicate with people and companies and lowering costs and layers of organizational business processes. Projects involving digital government may only be carried out with an appropriate digital government plan that takes into account the practicalities of a certain jurisdiction ((Latupeirissa et al., 2024).

Digitization initiatives in the public sector encompass a wide range of operations with the objective of improving service delivery, efficacy, and design in order to achieve transparency and citizen satisfaction (Teixeira, et al., 2021). For digitization projects to function, governments need to find new methods to collaborate with stakeholders, change how they offer services, and come up with good plans for how to interact with the market (Meshu, and Rao, 2016); (Torfing, et al., 2021).

The relationship between digital transformation and consular performance is a central focus of this study. Digital transformation significantly improves the delivery of consular services by utilizing technologies such as data systems and workforce skill development, which enhance outcomes and performance, ultimately lead to greater efficiency, improved customer satisfaction and more accessible services for citizens seeking consular assistance. Moreover, the consular service performance is the assessment of how well consular services achieve their objectives, as evaluated by key finding such as processing speed, service quality, accessibility, reliability, cost-effectiveness and customer satisfaction.

Consequently, it has a beneficial effect on critical components of service performance

including efficiency, service quality and customer satisfaction. Therefore, this study examines the extent to which digital transformation is associated with improved consular service performance at the Somali Embassy in Ankara.

CHAPTER THREE: METHODOLOGY

3.1 Research Methodology

This chapter provides the examination of how digital transformation effect on consular services at Embassy of the Federal Republic of Somali in Ankara. It outlines the data collection and analysis methods used to assess the effectiveness and efficiency of these changes on consular services, exploring the implications for overall performance indicators and service

delivery finding.

3.2 Research Framework

The study explores the relationship between digital transformation and consular services performance at Somali Embassy in Ankara. Digital transformation is considered as the independent variable, effects on consular service performance is the dependent variable. Therefore, relationship between these variables will be analyzed through empirical data collected from employees and citizens who interact with the embassy's consular services. Thus, by examining these distinct even interrelated variables, significant understanding could be obtained into how different forms of embassy services are influenced by the relevant of digital transformation, and how these factors collectively effect various facets of consular performance.

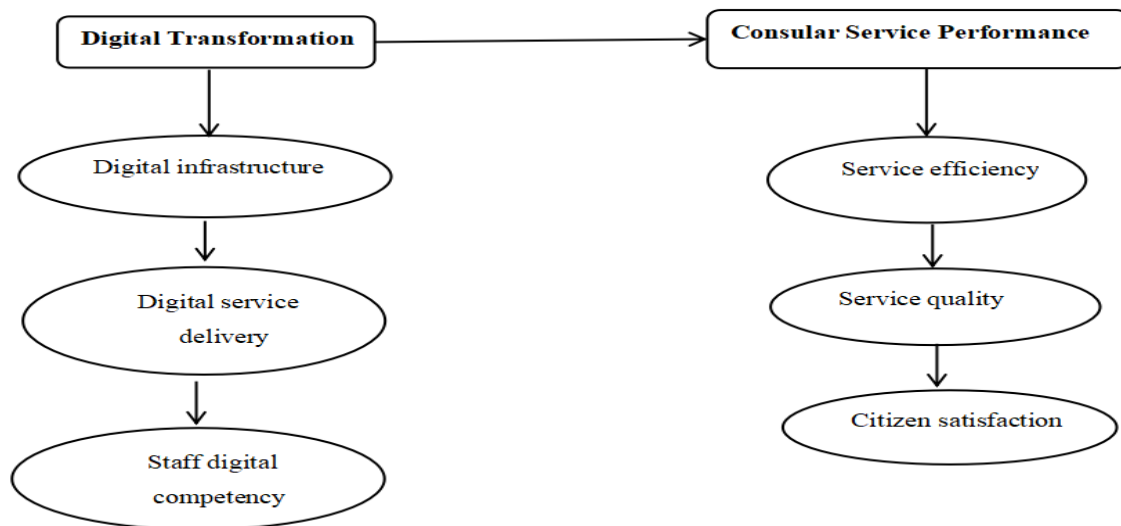


Figure 1: The relationship among the variables

3.21 Explanation of the Research Variables

3.3 Research Hypothesis

Based on the conceptual framework, the following hypotheses are proposed.

H1: Digital transformation has a significance effect on consular service performance at Somali Embassy in Ankara.

H2: Digital infrastructure has a significance effect infrastructure, service delivery and staff digital competency on consular service performance at Somali Embassy in Ankara.

H3: There are significant relationship between digital transformation and consular service performance at Somali Embassy in Ankara.

3.4 Research Instruments

This study uses two group of questionnaires to collect primary data. The questionnaire is designed for targets Somali citizens living in Türkiye who have used the embassy's consular services. This approach allows the study to capture external citizen perspectives on service performance. Section A gathers demographic information, section B digital transformation variables including digital infrastructure, digital service delivery and staff digital competency and section C consular service performance through measures of efficiency, service quality and customer satisfaction. Responses are collected using a five point Likert scale that ranges from 1 (Strongly Disagree) to 5(Strongly Agree). In addition, for items measuring satisfaction, a five-point satisfaction scale is used, ranging from 1 (Very Dissatisfied) to 5 (Very Satisfied). This study aims to provide an evaluation of the objectives of the research and relevant literature with respect to digital transformation and consular service performance by incorporating these established variables.

3.5 Research Design

The study adopts a quantitative research design using a descriptive and explanatory approach. The descriptive design support in describing the current level of digital transformation and service performance, while the explanatory design examines the relationship between variables. This approach is appropriate due it allows for statistical analysis of the effect of digital transformation on consular service performance.

3.6 Data Collection Methods

This study is based on primary data, which is collected methods from respondents using structured questionnaires. The survey is designed to gather relevant data digital transformation and consular service performance. Data is collected through online survey using Google Forms. The survey is distributed to citizens of the Somali Embassy in Ankara on consular services.

3.7 Target Population and Sample Size

The target population of this study consists of employees working at the Somali Embassy in Ankara, including students and who those live Somali citizens in Türkiye. These individuals are directly involved in service delivery and digital system usage, making suitable respondents for this study. This study uses a sample size of 100 respondents, consisting of Somali citizens who have received consular services.

3.9 Data Analysis

The quantitative data will be analyzed using JAMOV I to examine relationships between digital transformation initiatives and consular services performance. The analysis of descriptive statistics which include frequencies, percentages, means and standard deviations, to provide an overview of the collected data. Furthermore, correlation analysis is employed to investigate the relationship between digital transformation and the performance of consular services. Thus, regression analysis is performed to see the influence of various independent variables, specifically the dimensions of digital transformation, on the dependent variable of consular service performance.

CHAPTER 4: RESEARCH OUTPUT AND FINDINGS

This study provides the results of the data analysis made to explore the effect of digital transformation on consular service performance at the embassy of the Federal Republic of Somalia in Ankara. The data were analyzed using Jamovi statistical software suitable for quantitative data analysis. The purpose of this study is to analyze the collected data citizen of Somalis total of 100 respondents participated in the study.

4.1 Descriptive Statistics by Demographics

Demographic information helps to understand the background of the participants involved in the study. The demographic variables included gender, age, education level, occupation, frequency of embassy service use and types of services used.

4.1.1 Descriptive Statistics by Gender

Table 1: Descriptive statistics by Gender

	Gender
N	100
Mean	1.56
Standard deviation	0.499

Table 2: Frequencies of Gender

Gender	Counts	% of Total	Cumulative %
Female	44	44.0 %	44.0 %
Male	56	56.0 %	100.0 %

The findings revealed that out of 100 respondents group one from citizens of Somalis 56% were male while 44% were female. The indicates that male respondents slightly dominated the study sample. The descriptive statistics for gender showed that the study (N=100). The mean value was 1.56, while the standard deviation was 0.499 shows that there was low variation among respondents in terms of gender distribution. This means that the responses were relatively balanced between male and female participants.

4.1.2 Descriptive statistics by Age Group

Table 3: Descriptive statistics by Age Group

Age	
N	100
Mean	1.53
Standard deviation	0.643

Frequencies of Age

Age	Counts	% of Total	Cumulative %
18_24	54	54.0 %	54.0 %
25_34	40	40.0 %	94.0 %
35_44	5	5.0 %	99.0 %
45_50	1	1.0 %	100.0 %

The mean value indicates that the majority of respondents from citizens of Somalis belonged to the younger age categories, particularly the 18-24 age group, which represented 54% of the total respondents. This was followed by respondents aged 25-34 years at 40%. The standard deviation of 0.643 indicates a moderate variation in the age distribution of respondents. This means that although most respondents were young adults, there were still participants from different age groups included in the study.

4.1.3. Descriptive statistics by Level of Education

Table 4: Descriptive statistics by level of Education

Frequencies of Level Education

Level Education	Counts	% of Total	Cumulative %
Bachelor	46	46.0 %	46.0 %
N	100		
Diploma	31	31.0 %	77.0 %
Mean	1.81		
Master	20	20.0 %	97.0 %
Standard deviation	0.895		
Non-Degree	2	2.0 %	99.0 %
Table 5: Level Education	1	1.0 %	100.0 %

The mean score indicates that the majority of respondents from citizens Somalis had relatively higher educational qualifications, particularly bachelor degree holders, who represented 46% of the respondents. Diploma holders accounted for 31%, while master degree holders represented 20% of the sample. The standard deviation of 0.895 shows a moderate variation in respondents' educational backgrounds. This indicates that participants came from different educational levels, although most respondents had formal higher education qualifications. This demonstrates citizens that most participants were educated and capable of understanding digital consular services.

4.1.4 Descriptive statistics by Occupation

Descriptive statistics by occupation

Table 6: occupation

	Your occupation
N	100
Mean	1.46
Standard deviation	0.892

Table 7: Your occupation

Frequencies of Your occupation

Your occupation	Counts	% of Total	Cumulative %
Student Student	73	73.0 %	73.0 %
Self-Employed	16	16.0 %	89.0 %
Housewife	3	3.0 %	92.0 %
Employed	8	8.0 %	100.0 %

The descriptive statistics for respondents' from citizens occupation showed that the study involved (N=100), the mean score was (M=1.46), while the standard deviation was (SD=0.892). the findings revealed that the majority of respondents were students, representing 73% of the total participants. Self-employed respondents accounted for 16% employed respondents represented 8%, while housewives accounted for 3% of the respondents.

The mean value indicates that students formed the dominant occupational category among the respondents. This suggests that students were the primary users of consular services. The standard deviation of 0.892 indicates moderate variation in respondents occupations. This means that although students represented the majority, respondents from other occupational backgrounds.

4.1.5 Descriptive statistics by using embassy services

Table 8: Descriptive statistics by using embassy services

Using embassy services?	
N	100
Mean	2.45
Standard deviation	0.809

Table 9: Using embassy services

Frequencies of Using embassy services

Use embassy services	Counts	% of Total	Cumulative %
Occasionally	65	65.0 %	65.0 %
Frequently	15	15.0 %	80.0 %
First time	20	20.0 %	100.0 %

The descriptive statistics for the frequency of using embassy services for citizens showed that the study includes (N=100). The mean score was (M=2.45), while the standard deviation was (SD=0.809) the mean value indicates that most respondents used embassy services occasionally. This is supported by the frequency results, where 65% of respondents reported using embassy services occasionally, 20% were first-time users and 15% used the services frequently. The standard deviation of 0.809 indicates a moderate variation in the frequency of embassy service usage among respondents. This means that respondents differed in how often they accessed embassy services, although occasional users formed the majority.

4.1.6 Descriptive statistics by type of service used

Table 10: Descriptive statistics by type of service used

Type of service used	
N	100
Mean	1.62

Standard deviation	1.13
--------------------	------

Table 11: Frequencies of Type of service used

Type of service used	Counts	% of Total	Cumulative %
Passport	73	73.0 %	73.0 %
Legal Documents	8	8.0 %	81.0 %
Visa	3	3.0 %	84.0 %
Other	16	16.0 %	100.0 %

The descriptive statistics for the type of embassy services used showed that the study involved (N=100). the mean score was (M=1.62), while the standard deviation was (SD=1.13). The findings revealed that passport services were the most commonly used services, representing 73% of the total respondents. Other services accounted for 16%, legal document services represented 8%, while visa services accounted for 3% of the respondents. The mean value indicates that passport services were the dominant type of consular service used by respondents at the Somali Embassy in Ankara, Türkiye. The standard deviation of 1.13 indicates relatively high variation in the types of services used by respondents. This means that participants utilized different embassy services, although passport services remained the most frequently used category.

4.2 Descriptive statistics by Digital Transformation Variables

Table 12: Descriptive statistics by digital transformation variables

Variable	Mean	Standard Deviation
SB1	3.48	0.772
SB2	3.65	0.947
SB3	3.54	0.892
SB4	3.61	0.931
SB5	3.49	0.948
SB6	3.55	0.809
SB7	3.50	0.893
SB8	3.30	0.980
SB9	3.21	0.924
SB10	3.21	0.769

The descriptive statistics for the digital transformation variables (SB1-SB10) showed that the mean scores ranged from 3.21 to 3.65, while the standard deviation values ranged from 0.769

to 0.980. the results indicate that respondents generally agreed with the statements related to digital transformation at the Somali Embassy in Ankara. The highest score was recorded for SB2 (M=3.65), followed by SB4 (M=3.61), suggesting that respondents had positive perception toward certain aspects of digital transformation initiatives.

On the other hand, SB9 and SB10 recorded the lowest mean scores (M=3.21), indicating comparatively lower agreement levels among respondents for those items. The standard deviation values were all below 1, which indicates low to moderate variation in respondents opinions. The means that respondents answers were relatively consistent regrading the digital transformation variables.

Thus, the findings suggest that respondents perceived digital transformation practices at the Somali Embassy positively, particularly in areas related to service improvement and digital systems implementation.

4.3 Descriptive statistics by Consular service performance Variables

Table 13: Descriptive statistics by Consular service performance variables

Variable	Mean	Standard Deviation
SC1	3.50	0.937
SC2	3.41	0.965
SC3	3.75	0.809
SC4	3.47	0.893
SC5	3.76	0.767
SC6	3.56	0.820
SC7	3.61	0.840
SC8	3.50	0.927
SC9	3.64	0.759
SC10	3.66	0.924

The descriptive statistics for the consular service performance variables (SC1-SC10) showed that the mean scores ranged from 3.41 to 3.76, while the standard deviation values ranged from 0.759 to 0.965. The findings indicate that respondents generally had positive perceptions regarding consular service performance at the Somali Embassy in Ankara. The highest mean score was recorded for SC5(M=3.76) followed by SC3 (M=3.75), which suggests a high level of respondent agreement concerning improvements in service performance. The SC2 recorded the lowest mean score (M=3.41), although the value still indicates moderate agreement among respondents.

The standard deviation values were all below 1, indicating low to moderate variation in respondents opinions. This means that respondents had relatively consistent views regarding the quality and performance of consular services.

Thus, the results suggest that digital transformation initiatives contributed positively to improving consular service performance, efficiency, user satisfaction at the Somali Embassy in Ankara, Türkiye.

4.4 Normality Test

A normality test was conducted using Shapiro-Wilks tests, histograms, and Q-Q plots. The table below shows the Shapiro- Wilks tests results.

Table 14: Shapiro Wilks test

	Digital Transformation	Consular Service Performance
N	100	100
Shapiro-Wilk W	0.981	0.963
Shapiro-Wilk p	0.149	0.007

A p-value less than 0.05 indicates statistical significance, the result is reliable.

4.4.1 Normality Digital Transformation

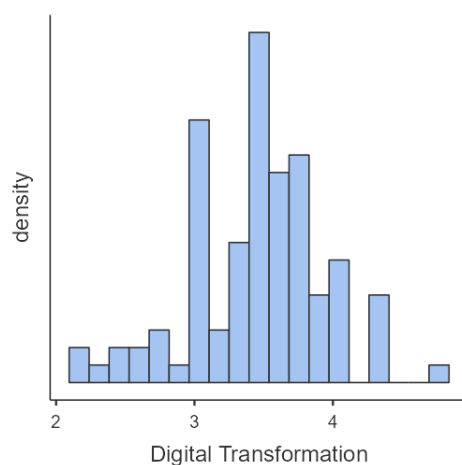


Figure 2: Normality Digital Transformation

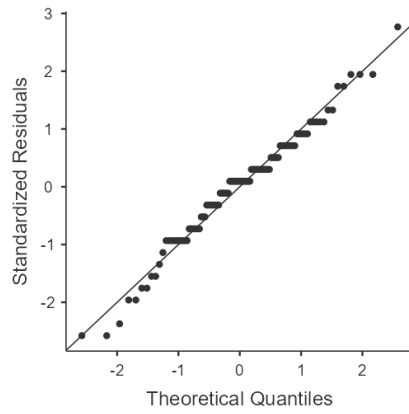


Figure 3: Normality Theoretical Quantiles of Digital Transformation

4.4.2 Normality of Consular Service Performance

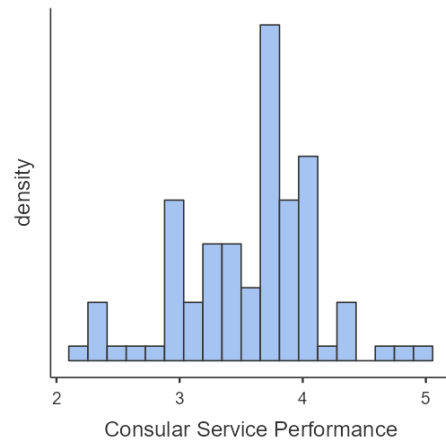


Figure 4: Normality of Consular Service Performance

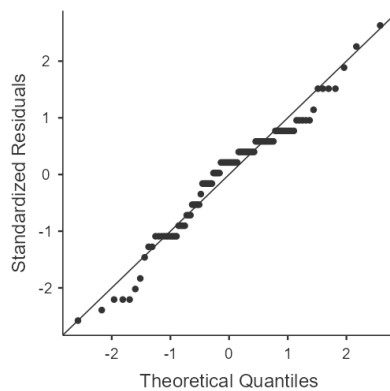


Figure 5: Normality Theoretical Quantiles of Consular Service performance

4.5 Tests of Reliability

The reliability analysis was conducted using Cronbach's Alpha to measure the internal consistency of questionnaire items. The results showed a Cronbach's Alpha value of 0.822. A Cronbach's Alpha value above 0.70 is considered acceptable in social science research. Therefore, the questionnaire used in this study was reliable and suitable for data analysis.

Table 15: Cronbach's α

Scale Reliability Statistics	
Cronbach's α	
scale	0.866

Table 16: Item Reliability Statistics

Item Reliability Statistics	
If item dropped	
Cronbach's α	
SB1	0.856
SB2	0.855
SB3	0.863
SB4	0.860
SB5	0.861
SB6	0.859
SB7	0.859
SB8	0.860
SC1	0.858
SC2	0.857
SC3	0.860
SC4	0.858
SC5	0.858
SC6	0.861
SC7	0.857
SC8	0.856
SC9	0.859
SC10	0.862

The reliability analysis was conducted to assess the internal consistency of the questionnaire items used in this study. Specifically, Cronbach's Alpha was applied to determine whether the items measuring digital transformation (SB1-SB8) and consular service performance (SC1-SC10) were consistent and reliable for further statistical analysis.

The highest values were observed for SB3 ($\alpha = 0.863$), indicating that removing study item would slightly increase reliability. However, all SB items contributed positively to the scale and none of them significantly reduced the internal consistency of the construct.

The highest value was observed for SC10 ($\alpha = 0.862$), while the lowest values were still within acceptable range. This indicates that all SC items were consistent and suitable for inclusion in the analysis.

The results of the reliability analysis confirm that all questionnaire items used in this study are internally consistent and reliable. The stability of Cronbach's Alpha values across all items demonstrates that the measurement instrument is well-constructed and suitable for examining the relationship between digital transformation and consular service performance.

4.6 Tests of Correlations

Table 10 below presents a Spearman's rho correlation matrix examining the relationships between digital human resources (Digital HR), job performance, and Organization Commitment. Spearman's rho was used due to the ordinal nature of the data or non-normal distribution assumptions.

Table 17: Test of correlations

		Digital Transformation	Consular Service
Digital Transformation	Spearman's rho	—	
	df	—	
	p-value	—	
Consular Service	Spearman's rho	0.590	—
	df	98	—
	p-value	< .001	—

The spearman's rho correlation analysis at the Somali Embassy in Ankara reveals a moderate positive correlation ($\rho = 0.590$) between digital transformation and consular service performance. The statistically significant p-value ($< .001$) supports the alternative hypothesis (H_a), indicating that improvements in digital transformation are linked to enhanced consular service performance.

4.7 Tests of Hypothesis

Table 18:Tests of Hypothesis

	Hypothesis	Result	Decision
H1	Digital transformation has a significant effect on consular service performance at Somali Embassy in Ankara	$p < 0.001$	Accepted
H2	Digital infrastructure has a significance effect infrastructure, service delivery and staff digital competency on consular service performance at Somali Embassy in Ankara.	$p < 0.001$	Accepted
H3	There are significant relationship between digital transformation and consular service performance at Somali Embassy in Ankara.	0.590, $p < 0.001$	Accepted

This study set out to investigate the relationship between digital transformation and consular performance service delivery within a diplomatic context. The findings provide empirical evidence that the Somali Embassy in Ankara has successfully leveraged digital tools to enhance its consular performance. All three research hypotheses were supported, confirming that digital initiatives lead to more effective, reliable, and faster public services.

4.7.1 Digital Transformation regression output

Table 19: Regression Digital Transformation

Model Fit Measures

Model	R	R ²
1	0.661	0.436

This table shows the overall strength and explanatory power of the regression model. The correlation coefficient ($R = 0.661$) indicates a strong positive relationship between digital transformation and consular service performance. The coefficient of determination ($R^2 = 0.436$) shows that 43.6% of the variation in digital transformation is explained by consular service performance.

Table 20: Model Coefficients - Digital Transformation

Predictor	Estimate	SE	t	p
Intercept	1.311	0.2488	5.27	< .001
Consular performance	0.598	0.0686	8.71	< .001

The coefficient for consular performance shows a positive relationship, meaning that an increase in consular performance leads to an increase in digital transformation levels. The t-value=8.71 with $p<0.001$ indicates that this effect is statistically significant, meaning the relationship is not due to chance. Thus, the results confirm that consular performance significantly predicts digital transformation in the organization.

Table 21: ANOVA Test

Omnibus ANOVA Test

	Sum of Squares	df	Mean Square	F	p
consular performance	10.2	1	10.224	75.9	< .001
Residuals	13.2	98	0.135		

The ANOVA table tests whether the regression model is statistically significant. The results show an F-value of 75.9 with $p<0.001$, which confirms that the model is statistically significant. This means that consular performance significantly predicts digital transformation, and the regression model is appropriate for the relationship between the two variables.

4.7.2 Consular Service Performance regression output

Table 22: Model Coefficients – Consular Performance

Model Fit Measures		
Model	R	R ²
1	0.661	0.436

The model fit results show a strong positive relationship ($R=0.661$) between digital transformation and consular performance. This indicates that both variables move in the same direction, meaning improvements in digital transformation are associated with improvements in consular service performance.

Table 23: Model Coefficients - consular performance

Predictor	Estimate	SE	t	p
Intercept	1.064	0.2923	3.64	< .001
Digital Transformation	0.730	0.0838	8.71	< .001

The table shows that the influence of digital transformation on consular performance is strong with the regression coefficient of ($\beta = 0.730$). This strongly suggests a good connection, as a one unit rise in digital change leads to a 0.730 unit rise in diplomatic success. This effect is statistically significant (T-value=8.71),(p-value <.001). The intercept value (1.064) reflects the predicted consular performance level when digital transformation is zero, demonstrating that digital transformation is an excellent predictor of consular service performance.

Table 24: ANOVA Test

Omnibus ANOVA Test

	Sum of Squares	df	Mean Square	F	p
Digital Transformation	12.5	1	12.489	75.9	< .001
Residuals	16.1	98	0.165		

The ANOVA results test the overall significance of the regression model. The F-statistic (F=75.9) with $p < .001$ shows that the model is statistically significant. This means that digital transformation significantly predicts consular performance and that the regression model is a good.

CHAPTER 5: DISCUSSION, CONCLUSION AND RECOMMENDATION

5.1 Summary of Finding

This study examined the effect of digital transformation on consular service performance at the Somali Embassy in Ankara, Türkiye. The study specifically focused on how digital systems, service delivery processes and staff digital competency influence the quality and efficiency of consular services.

The demographic findings showed that the majority of respondents were male young adults aged between 18-24 years. Most respondents were bachelor degree holders and students, indicating that educated young people formed the largest group using embassy services. The passport services were identified as the most frequently used consular services.

However, the descriptive statistics revealed that respondents generally had positive perceptions regarding digital transformation and consular service performance. The mean scores for both variables were above the average level, indicating agreement that digital transformation contributes positively to embassy service delivery.

The ANOVA results also confirmed that the regression model was statistically significant indicating that digital transformation plays a major role in improving consular service performance at the Somali Embassy in Ankara.

Therefore, the findings confirm that digital transformation positively contributes to enhancing consular service performance at the Somali Embassy Ankara, Türkiye.

5.2 Discussing of Finding

This is consistent with other studies like Verhoef et al. (2021), which emphasized the significance of digital technologies in promoting organizational innovation and quality development, and Vial (2019), which observed that technology integration improves service delivery and overall performance. Regression analysis conducted in the study demonstrated that initiatives such as online applications and digital communication systems significantly enhance embassy performance, thereby corroborating the Technology acceptability Theory, which asserts that user acceptability of technology is contingent upon perceived utility. Following the transition, respondents had positive opinions of embassy services, which they ascribed to better communication, shorter processing times, and more accessibility.

Nonetheless, the study also revealed that digital transformation accounts for only a portion of service performance variability, as 56.2% remains influenced by additional factors such as organizational culture, infrastructure, government policies, and financial resources.

5.3 Implications of the study

The findings of this study provide practical insights for embassy management and policymakers. The study highlights the importance of adopting digital systems to improve

consular services, reduce delays, and enhance customer satisfaction. The Somali Embassy in Türkiye can use these findings to strengthen digital infrastructure, improve online service platforms, and provide continuous digital training for employees.

This study contributes to the growing literature on digital transformation and public service performance. The findings support theories related to technology adoption and organizational performance by demonstrating the positive role of digital technologies in public institutions.

The study suggests that government institutions and embassies should develop policies that encourage digital innovation and modernization of public services. Policies promoting digital governance can improve transparency, efficiency, and accessibility of consular services.

5.4 Future Research

This study focused on the Somali Embassy in Türkiye; therefore, future studies may expand the research to other Somali embassies and public institutions in different countries. Future researchers are also encouraged to investigate additional variables that may influence consular service performance, such as organizational culture, leadership style, employee motivation, and technological readiness. Additionally, future studies may apply qualitative or mixed research methods to obtain deeper insights into the challenges and opportunities associated with digital transformation in diplomatic institutions.

5.5 Recommendations

Based on the findings of the study, the following recommendations are proposed:

- The Somali Embassy in Türkiye should continue investing in digital transformation initiatives to improve service delivery efficiency and customer satisfaction.
- The embassy should strengthen its digital infrastructure to support online applications, electronic document management, and digital communication systems.
- Regular digital skills training programs should be provided for embassy staff to improve their technological competency and service delivery performance.
- The embassy should establish user-friendly online service platforms to reduce waiting time and improve accessibility for Somali citizens living abroad.
- The government should allocate sufficient financial resources to support digital transformation programs within diplomatic missions and public institutions.
- Continuous monitoring and evaluation mechanisms should be implemented to assess the effectiveness of digital transformation initiatives.

5.6 Conclusion

This study concluded that digital transformation has a positive and statistically significant effect on consular service performance at the Somali Embassy in Türkiye. The findings demonstrated that digital systems and technological improvements contribute to enhanced efficiency, accessibility, and effectiveness of embassy services. The study further concluded that digital transformation improves communication, service delivery speed, document processing, and overall user satisfaction. Additionally, staff digital competency and technological infrastructure were found to be important factors supporting successful digital transformation.

Therefore, the study concludes that continued investment in digital technologies and staff digital skills is essential for improving consular service performance and achieving efficient embassy operations.

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APPENDIX I: QUESTIONNAIRES

Group for Employees Staff Survey

Dear Respondent,

I am a student at Ostim Technical University, conducting an academic research study titled “The Effect of Digital Transformation on Consular Service Performance at the Somali Embassy in Ankara.” This questionnaire is designed to collect data from employees of the Somali Embassy in Ankara in order to examine how digital transformation influences the efficiency, quality, and overall performance of consular services.

Your participation in this study is voluntary, and all responses will be kept strictly confidential. The information collected will be used only for academic purposes as part of my research project. Your valuable input is highly appreciated and will contribute significantly to the success of this research.

Thank you for your time and cooperation.

From: Sundus Bashi Nur

Bachelor Student Ostim Technical University

Faculty of Economic and Administration Science

Department of Economics

Section A: Demographic Information

1. Gender

Male ☐ Female ☐

2. Age

18-24 ☐ 25-34 ☐ 35-44 ☐ 45-50 ☐ 51 and above ☐

3. Education Level

Diploma ☐ Bachelor ☐ Master ☐ PhD ☐

4. Work Experience

Less than 1 year ☐ 3-5 years ☐ 4-6 years ☐ More than 6 years ☐

5. Job position

Administrative Staff ☐ Consular Officer ☐ IT staff ☐ Supervisor ☐ Support Staff ☐

Section B: Digital Transformation

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
The embassy has reliable and stable internet connectivity.					
Digital transformation enhances public trust in the embassy.					
The digital systems used are modern and up-to-date.					
Consular services are accessible through online platforms.					
Digital services reduce the time required to complete processes.					
Online systems improve communication between staff and clients.					
Digital platforms are easy to access and navigate.					
Online services are reliable and rarely experience failure.					
Staff receive sufficient training on digital systems.					
Employees can quickly adapt to new technologies.					
Employees are confident when using digital platforms.					
Staff are willing to adopt new digital innovations.					
Digital transformation has improved overall service performance.					

Section C: Consular Service Performance

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
The embassy meets my expectations in service delivery.					
Customers are generally satisfied with the services provided by the embassy.					
Customers express positive feedback about consular services.					
Complaints from customers are minimal.					
Customers are satisfied with the speed of service delivery.					
Customers are satisfied with the quality of services provided.					
Customers find digital services convenient and useful.					
Customers trust the services provided by the embassy.					
The embassy meets customer expectations.					
The embassy meets customer expectations.					
Customers are willing to use the services again.					
Customers are likely to recommend the embassy's services to others.					

Group Two for Somali Citizens in Turkiye

Dear Respondent,

I am a student at Ostim Technical University, conducting an academic research study titled “The Effect of Digital Transformation on Consular Service Performance at the Somali Embassy in Ankara.” This questionnaire is part of an academic study conducted to examine how digital transformation affects consular service performance at the Somali Embassy in Ankara.

This section is designed for Somali citizens who have used embassy services. Your responses will remain confidential and will be used only for academic purposes.

Your participation in this study is voluntary, and all responses will be kept strictly confidential. The information collected will be used only for academic purposes as part of my research project. Your valuable input is highly appreciated and will contribute significantly to the success of this research.

Thank you for your time and cooperation.

From: Sundus Bashi Nur

Bachelor Student Ostim Technical University

Faculty of Economic and Administration Science

Department of Economics

Section A: Demographic Information

1. Gender
☐ Male ☐ Female
2. Age
☐ Under 25 ☐ 25–34 ☐ 35–44 ☐ 45+
3. How often do you use embassy services?
☐ First time ☐ Occasionally ☐ Frequently
4. Type of service used
☐ Passport ☐ Visa ☐ Legal Documents ☐ Other

Section B: Digital Services

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
The embassy provides online services.					
Digital services are easy to access.					
The online system is easy to use.					
Digital services save time.					
Online communication is effective.					
Digital systems are reliable.					
I can complete services without visiting the embassy.					
Digital services are available at all times (24/7).					
Online services reduce the need to visit the embassy physically.					
I prefer visiting the embassy over using online services					

Section C: Consular Service Performance

	Very Dissatisfied	Dissatisfied	Neutral	Satisfied	Very Satisfied
Services are delivered quickly.					
Waiting time is reasonable.					
Digital systems reduce delays.					
Staff provide professional service.					
Digital systems improve service quality.					
I am satisfied with the services provided.					
I am satisfied with digital services.					
The embassy meets my expectations.					
I trust the embassy's services.					
I would recommend the embassy to others.					

Autobiography

