Government Employees' Work Engagement and Digital Platform Utilization in Relation to Work Efficiency

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ABSTRACT

Work efficiency in government institutions is increasingly shaped by both employee-related psychological factors and the integration of digital technologies in administrative processes, enabling a more accurate and responsive task performance. This study examined the relationships among government employees' work engagement, digital platform utilization, and work efficiency in one of the municipalities of Misamis Occidental, Philippines. A descriptive–correlational research design was used involving 132 government employees selected through purposive sampling. Data were gathered using an adapted Work Engagement Questionnaire, a researcher-made Digital Platform Utilization, and Work Efficiency Questionnaire. The data were analyzed using Weighted Mean, Standard Deviation, Pearson Product–Moment Correlation Coefficient, and Regression Analysis. Results revealed very high levels of work engagement and digital platform utilization, as well as high levels of work efficiency among respondents. Further analysis showed that work engagement had a very strong and highly significant relationship with work efficiency, whereas digital platform utilization exhibited significant relationships ranging from weak to strong across dimensions. Regression analysis indicated that both variables significantly predict work efficiency, with work engagement emerging as the stronger predictor compared to digital platform utilization. The study concludes that government employees' psychological engagement and effective use of digital platforms collectively enhance work efficiency, with employee engagement serving as the more dominant factor in achieving high performance. It is recommended that local government units strengthen employee engagement initiatives and continue developing digital capabilities to further improve efficiency and service delivery in the public sector, with emphasis on sustaining employee motivation as the primary driver of performance.

Keywords: Digital Transformation, Employee Motivation, Local Governance, Organizational Productivity, Technology Acceptance

INTRODUCTION

Rationale of the Study

In contemporary public administration, employee-related psychological factors drive organizational effectiveness by shaping employees' energy, commitment, and focus. Advances in information and communication technologies enhance efficiency, reduce complexity, and improve service delivery while promoting transparency and citizen participation. These factors are believed to strengthen work efficiency, enabling more accurate and responsive task performance, as e-governance aligns public services with evolving societal needs.

The presence of adequate job resources, such as supportive work environments, opportunities for development, and access to technology, is fundamental in fostering work engagement (Szilvassy & Širok, 2022). Within government institutions, where employees often operate under conditions of bureaucratic rigidity and high accountability demands, engagement becomes essential for maintaining productivity and service quality (Ding

& Wang, 2023). Engaged employees are more likely to sustain effort, remain focused, and adapt to organizational changes, particularly in environments undergoing digital transformation (Vestues et al., 2021).

Work engagement has emerged as a critical determinant of employee performance in public organizations (S. Chen et al., 2024). It is defined as a positive and fulfilling work-related psychological state characterized by vigor, dedication, and absorption, plays a vital role in sustaining employee motivation, well-being, and productivity (W. Schaufeli, 2021). Engaged employees demonstrate higher levels of energy, persistence, and commitment, which contribute to improved job performance, creativity, and reduced turnover (Gede & Huluka, 2024). Additionally, engagement has been associated with positive psychological outcomes, including lower levels of stress and burnout, reinforcing its importance in maintaining a resilient public-sector workforce (Hakanen et al., 2008).

Furthermore, work engagement influences how employees interact with technological systems. Employees who exhibit high levels of vigor, dedication, and absorption are more inclined to actively utilize digital tools, explore their functionalities, and integrate them into their daily workflows (Panagiotopoulos et al., 2023). Conversely, low engagement may result in resistance to change, underutilization of systems, and reduced performance outcomes (W. Schaufeli, 2021) . Thus, work engagement serves as a foundational psychological mechanism that enables employees to effectively leverage digital resources in achieving organizational goals.

In parallel with the role of work engagement, digital platform utilization has become increasingly significant in modern public administration. Digital platforms are regarded as essential job resources that support communication, coordination, and service delivery in government organizations (Mäkikangas et al., 2022). Their utilization allows employees to manage workloads more efficiently, access critical information, and perform tasks with greater speed and accuracy (Azamela et al., 2022). As governments continue to adopt integrated digital systems, the extent to which employees effectively utilize these platforms becomes a key factor in determining organizational performance.

For many years, e-government has been incorporated into the e-governance frameworks of both advanced and emerging economies, enabling governments to deliver services more efficiently and cost-effectively (Al-Besher & Kumar, 2022). The digitalization of public services has become a critical strategy for achieving inclusive development and improving governance outcomes, with government employees playing a central role in implementing and managing digital systems (Villaseñor, 2024). However, the public sector continues to face persistent productivity challenges, including fragmented systems, bureaucratic inefficiencies, and reliance on manual processes, which result in delays, increased costs, and reduced public trust (DAP, 2025; DICT, 2025).

In recent years, the Philippines has advanced its digital transformation initiatives to modernize governance and improve the efficiency of public services (Siar, 2005). Integrated platforms such as eGovPH, eLGU systems, and cloud infrastructures promote interoperability, data sharing, and streamlined service delivery (DILG, 2025a), while systems like the eGovPH Superapp and LGUSS reflect a shift toward a more connected and responsive government (DILG, 2025b). However, the effectiveness of these platforms depends on employee use, which is influenced by perceived usefulness, ease of use, and available infrastructure(Venkatesh et al., 2003). Positive perceptions encourage adoption and consistent use(Wijayati et al., 2022), whereas system complexity, limited training, and inadequate infrastructure may hinder utilization and performance (Angara, 2021). When implemented effectively, digital tools can enhance motivation and job satisfaction by simplifying tasks and reducing workload pressure (Zaman et al., 2024).

In government institutions, work efficiency is vital for timely service delivery, error reduction, and public trust (Lesener et al., 2020). It refers to employees' ability to complete tasks accurately and promptly while optimizing resources(Cabrera-Aguilar et al., 2023). Efficiency is shaped by both human and technological factors, engaged employees demonstrate stronger focus and persistence(Zhang et al., 2025), while effective digital platform utilization improved processing speed, coordination, and workload management (T. Chen et al., 2021). However, efficiency gains depend on the alignment between digital systems and task requirements(Goodhue & Thompson, 1995).

Engaged employees supported by well-designed digital systems are more likely to complete tasks on time, minimize errors, and maintain smooth workflows(Panagiotopoulos et al., 2023). They are more likely to adopt and maximize digital tools, while effective digital platforms can further enhance engagement by providing supportive work environments (Lane et al., 2024). Conversely, inefficiencies arise when employees are disengaged or when digital tools are poorly implemented or underutilized(Zhang et al., 2025). In the Philippine context, where digital governance reforms aim to reduce bureaucratic delays and improve service delivery, understanding these relationships is particularly crucial (Andaya et al., 2025).

Although work engagement and digital platform utilization are recognized as important factors in work efficiency, most research focuses on these factors separately, resulting in a limited understanding of how they interact in the public sector. This indicates an empirical and contextual research gap in the existing literature. Therefore, this study addressed this gap by providing quantitative evidence on how work engagement and digital platform utilization jointly influence work efficiency among government employees in a local government setting.

This study aimed to examine the relationships among government employees' work engagement, digital platform utilization, and work efficiency within the context of public-sector digital transformation. Specifically, it sought to determine the levels of work engagement, assess the extent of digital platform utilization, and evaluate work efficiency. The study also analyzed the relationships between work engagement and work efficiency, as well as digital platform utilization and work efficiency, and identified the key predictors of government employees' work efficiency. The research aimed to provide empirical and contextual evidence on how psychological and technological factors influence work efficiency in government organizations.

The findings of this research are important for both academic and practical purposes. Academically, the study contributed to existing research by examining the combined effects of work engagement and digital platform utilization among government employees, thereby enriching knowledge in public sector human resource management. Practically, the results provided policymakers, human resource managers, and government leaders with evidence-based insights that can guide the development of programs and strategies aimed at strengthening employee engagement and improving the effective use of digital technologies. Strengthening these factors can enhance work efficiency, productivity, and the quality of public service delivery in increasingly digitalized government institutions.

The research outputs served as a strategic guide for government agencies seeking to enhance their human capital productivity in the digital age. Insights from this study can inform the design of capacity-building programs to elevate employee engagement and digital competence, as well as the refinement of digital platform functionalities to better meet user needs. Additionally, the findings supported the development of policies that foster a positive technology-enabled work environment, thereby promoting sustainable work efficiency improvements and elevating public service excellence.

THEORETICAL FRAMEWORK

This study was anchored primarily on the Job Demands-Resources (JD-R) Theory by Arnold Bakker & Evangelia Demerouti (2007), Unified Theory of Acceptance and Use of Technology (UTAUT) by Viswanath Venkatesh et. al. (2003), and the Task-Technology Fit (TTF) Theory by Dale Goodhue and Ronald Thompson (1995).

The *Job Demands–Resources (JD-R) Theory*, formulated by Bakker and Demerouti (2007), is a comprehensive motivational framework that explains how job characteristics influence employee well-being, engagement, and performance. JD-R classifies all aspects of work into job demands—such as workload, emotional pressure, and cognitive requirements—and job resources, which include autonomy, feedback, social support, and technological resources that help employees meet job expectations (A. Bakker & Demerouti, 2007). The theory posits two psychological pathways: a health-impairment process, in which excessive job demands lead to strain, and a motivational process, in which job resources foster work engagement. Through this framework, engagement is conceptualized as a positive psychological state characterized by vigor, dedication, and

absorption (W. B. Schaufeli & Bakker, 2004), which are operationalized through the Utrecht Work Engagement Scale (UWES), a widely validated instrument that measures employees' psychological investment in their work across diverse organizational settings, including the public sector.

The JD-R Theory further emphasizes that job resources play a central motivational role by fostering employee growth, intrinsic motivation, and resilience (A. Bakker & Demerouti, 2007). These resources buffer the negative effects of job demands and act as catalysts for sustained engagement, ultimately improving performance and organizational functioning. In technologically evolving workplaces, digital tools increasingly function as job resources that lighten workloads, reduce uncertainty, and enhance job clarity. As organizations incorporate modern platforms, the JD-R Theory has evolved to acknowledge technology as a pivotal job resource, as it enhances employee capacity, competence, and autonomy (Cabrera-Aguilar et al., 2023). Consequently, JD-R provides a flexible but robust structure for examining psychological engagement amid workplace modernization.

The relevance of the JD-R Theory to this study lies in its detailed explanation of how work engagement emerges from the interaction of demands and resources, including digital platforms. Government employees frequently face high workloads, bureaucratic demands, and public expectations, making engagement especially essential for maintaining productivity and service quality. Digital platforms such as eLGU Systems, LGUSS dashboards, CBMS databases, and automated workflows function as key job resources that reduce manual effort, improve information flow, and streamline services. By alleviating job demands and enhancing job resources, these digital systems contribute to increased employee vigor, dedication, and absorption. Thus, JD-R provides a solid foundation for understanding how digital platform utilization may enhance work engagement, which, in turn, influences work efficiency in public-sector settings.

Empirical literature demonstrates the JD-R Theory's strong applicability across industries and contexts. Bakker and Bal (2010) validated the JD-R framework's predictive power regarding weekly engagement and job performance among educators. Zhang et al. (2025) applied JD-R to IT professionals and found that technological resources significantly increased employee engagement by reducing cognitive demands. In the public sector, Boussaidi et al., (2025) confirmed JD-R's utility in explaining engagement among government staff undergoing digital transformation. Additional validation comes from Lesener et al. (2020), who conducted a meta-analysis establishing JD-R as a reliable model for explaining engagement across organizational environments. These studies affirm JD-R as an appropriate theoretical foundation for examining the role of work engagement within the context of public-sector digitalization.

The *Unified Theory of Acceptance and Use of Technology (UTAUT)*, developed by Venkatesh et al. (2003), integrates elements from eight established models, such as the Technology Acceptance Model (TAM) and the Theory of Planned Behavior (TPB), to explain technology adoption and use. UTAUT identifies Performance Expectancy, Effort Expectancy, Social Influence, and Facilitating Conditions as key determinants of users' behavioral intentions and actual system usage. In the context of this study, emphasis is placed on Performance Expectancy, Effort Expectancy, and Facilitating Conditions, as these constructs offer a concise yet comprehensive framework for understanding digital platform utilization among government employees (Venkatesh et al., 2003). The theory highlights the interplay between individual perceptions and environmental factors in shaping technology usage behavior (Ursavaş, 2022). As contemporary workplaces increasingly rely on digital platforms for communication, data processing, and workflow automation, UTAUT offers a robust framework for analyzing digital adoption (Wolfe et al., 2025). Its constructs have been extensively applied to evaluate employees' use of digital platforms, mobile systems, automated tools, and e-governance technologies.

UTAUT is well-suited to complex organizational environments because it incorporates moderating variables such as age, gender, voluntariness, and experience, which enhance its applicability across diverse industries and cultures (Ursavaş, 2022). The theory highlights the interplay between individual perceptions and environmental factors in shaping technology usage behavior. As contemporary workplaces increasingly rely on digital platforms for communication, data processing, and workflow automation, UTAUT offers a robust framework for analyzing digital adoption (Wolfe et al., 2025). Its constructs have been extensively applied to evaluate employees' use of digital platforms, mobile systems, automated tools, and e-governance technologies.

The relevance of UTAUT to this study stems from its strong explanatory power regarding digital platform utilization among government employees. Public-sector digitalization involves systems such as eLGU, eGov PH App, LGUSS, Link.BizPortal, CBMS, BIMS, EPCS, QR Ph, and GCash, all of which require employees to perceive usefulness, ease, and adequate institutional support. UTAUT effectively captures the behavioral factors influencing whether employees adopt and maximize these platforms. Since digital tools shape employee engagement and contribute to work efficiency, UTAUT provides the necessary theoretical grounding to understand both the acceptance and actual usage of government digital systems. Its emphasis on facilitating conditions is particularly relevant to LGUs, where infrastructure and training vary widely and can either support or hinder digital utilization.

Empirical studies have demonstrated UTAUT's strong predictive validity across different technological and organizational settings. Ibrahim and Hussein (2025) used UTAUT to analyze digital transformation in government agencies, highlighting the roles of effort expectancy and facilitating conditions in predicting adoption of public information systems. Wijayati et al. (2022) applied UTAUT in examining digital tool utilization among public employees and found that performance expectancy and facilitating conditions strongly influenced system use. Villaseñor (2024) used the UTAUT as one of the frameworks in his study to help understand the dynamics of public service digitalization, technology acceptance, and the importance of capacity building. Asadon et. al. (2024) also used the UTAUT to identify key factors driving adoption among citizens and government bodies. These studies demonstrate the theory's applicability to public-sector digitalization and confirm its suitability as the theoretical basis for digital platform utilization.

The Task–Technology Fit (TTF) Theory, developed by Goodhue and Thompson (1995), provides a robust framework for explaining how information systems influence individual work performance. Central to the theory is the proposition that technology contributes positively to performance outcomes only when its functionalities appropriately support the tasks that users are required to perform. Rather than assuming that technology adoption alone guarantees productivity gains, TTF emphasizes the interaction between task characteristics, technology characteristics, and individual usage. When a strong alignment exists between task requirements—such as information processing, coordination, accuracy, and timeliness—and the capabilities of the technology, employees are more likely to perform their duties efficiently and effectively (Goodhue & Thompson, 1995). Consequently, work efficiency is conceptualized as a direct outcome of this alignment, rather than a mere byproduct of technological availability.

The relevance of TTF to work efficiency is particularly pronounced in government and public-sector contexts, where tasks are often complex, interdependent, and procedurally regulated. Government employees routinely engage in activities such as data management, service transactions, documentation, coordination across offices, and compliance monitoring. In such environments, digital platforms that are poorly aligned with task requirements may inadvertently increase workload, introduce redundancies, or slow down processes. Conversely, systems that are well-fitted to task demands—through features such as automation, interoperability, single-sign-on access, and real-time data sharing—can significantly reduce processing time, minimize errors, and enhance workflow continuity (Goodhue, 1998). From a TTF perspective, work efficiency improves not because employees simply use digital platforms, but because those platforms meaningfully support how tasks are structured and executed.

Empirical studies consistently support the explanatory power of TTF in linking technology use to performance and efficiency outcomes. Fuller et al. (2009) demonstrated that task–technology fit is a stronger predictor of individual performance than system usage alone, underscoring the importance of alignment rather than frequency of use. Similarly, Zigurs and Buckland (1998) highlighted that mismatches between task complexity and technological support can undermine decision quality and efficiency, even when advanced systems are in place. In more recent research, Spies et al. (2020) found that TTF significantly mediates the relationship between system usage and employee performance, suggesting that technology yields efficiency gains only when it is appropriately tailored to job functions. In public-sector settings, Kurniawati et al. (2021) reported that effective task–technology fit not only improved productivity but also enhanced employee satisfaction, indicating that efficiency gains are accompanied by positive attitudinal outcomes. Collectively, this literature affirms that TTF provides a strong theoretical foundation for explaining work efficiency as a performance outcome of digital platform utilization, especially in bureaucratic and service-oriented organizations.

CONCEPTUAL FRAMEWORK

This study focused on understanding how two main independent variables, government employees' work engagement and digital platform utilization, influence the dependent variable, work efficiency.

Work engagement. Work engagement is widely conceptualized as a positive, fulfilling, and persistent psychological state that reflects how employees invest their physical, cognitive, and emotional energies into their work roles. Unlike momentary job satisfaction, work engagement is a sustained motivational state that enables employees to remain proactive, resilient, and productive even in demanding work environments. Within the Job Demands–Resources (JD-R) framework, work engagement emerges when job resources, such as supportive leadership, autonomy, and technological tools counterbalance job demands like workload pressure and bureaucratic constraints (A. B. Bakker & Demerouti, 2017).

In public-sector institutions, work engagement assumes heightened importance due to the nature of government work, which is often characterized by procedural rigidity, accountability pressures, and limited incentives compared to private-sector environments (Ding & Wang, 2023; Mäkikangas et al., 2022). Engaged government employees demonstrate stronger commitment to service delivery, higher persistence in completing complex administrative tasks, and greater adaptability to institutional reforms (A. B. Bakker et al., 2023). As digital transformation reshapes governance structures, work engagement becomes a key determinant of whether employees can effectively navigate new digital workflows and technologies (Wijayati et al., 2022). Without engagement, even well-designed digital systems may fail to yield efficiency gains.

Empirical evidence consistently links work engagement to improved job performance, reduced turnover intentions, and enhanced organizational effectiveness (Cabrera-Aguilar et al., 2023; Gede & Huluka, 2024). Moreover, engagement has been associated with positive psychological outcomes, including reduced burnout and improved mental well-being, which are essential for workforce sustainability in public institutions (Hakanen et al., 2008). In digital governance contexts, engaged employees are more likely to explore system functionalities, persist through learning curves, and integrate platforms into daily work routines. Consequently, work engagement functions as both a psychological enabler and a performance catalyst within government digitalization efforts. This conceptualization positions engagement as a critical mediator between organizational resources and performance outcomes.

Vigor. In public-sector environments, vigor enables employees to maintain consistent productivity despite bureaucratic and procedural constraints. It represents the energetic dimension of work engagement and refers to high levels of vitality, mental resilience, and willingness to invest effort in one's work (W. Schaufeli, 2021). Employees who exhibit vigor are characterized by stamina and persistence, allowing them to sustain performance despite heavy workloads or operational challenges. Within the JD-R theory, vigor reflects the motivational energy generated when job resources sufficiently support job demands (A. B. Bakker, 2022).

Research demonstrates that vigor is strongly associated with proactive work behavior, task persistence, and reduced emotional exhaustion (Hakanen et al., 2008). In digitally transforming government institutions, vigor becomes particularly critical as employees are required to adapt to new systems, manage information-intensive tasks, and cope with continuous technological change (Zhang et al., 2025). Digital platforms that automate repetitive processes and reduce manual workload contribute to preserving employee energy, thereby reinforcing vigor (Sump et al., 2026). From a measurement standpoint, vigor must be operationalized using behaviorally anchored indicators rather than affective judgments. Observable manifestations such as sustained energy throughout the workday, persistence in completing assigned tasks, and willingness to exert effort despite operational difficulties provide objective markers of vigor (A. B. Bakker et al., 2023).

In this study, vigor is the extent to which government employees demonstrate sustained energy, mental resilience, and persistence in performing their assigned work tasks, particularly when adapting to digital workflows and managing administrative demands that influence work efficiency. It is framed as a motivational input, not an outcome. It explains why employees are capable of sustaining effort that later manifests as efficient performance.

Dedication. Dedication captures the emotional and cognitive attachment employees have toward their work, characterized by enthusiasm, pride, and a sense of significance (Bakker et al., 2023). Dedicated employees identify strongly with their roles and consider their work meaningful, which is particularly salient in public service where organizational missions are tied to societal welfare (Mäkikangas et al., 2022). This deep involvement translates into higher motivation, which promotes sustained effort, creativity, and lower incidences of absenteeism and burnout (Cabrera-Aguilar et al., 2023).

Empirical studies indicate that dedication is positively associated with organizational commitment, lower absenteeism, and higher task involvement (Gede & Huluka, 2024). In the context of government digitalization, dedication influences employees' willingness to support reform initiatives and adopt new technologies as part of their professional responsibility (Villaseñor, 2024). Dedicated employees are more likely to view digital platforms as tools for improving public service rather than as additional bureaucratic burdens. Dedication must be measured through indicators that reflect sustained commitment rather than transient emotions. Observable indicators include pride in work outcomes, strong involvement in task completion, and motivation to achieve organizational objectives (W. Schaufeli, 2021).

Dedication is the degree to which government employees exhibit a strong sense of purpose, enthusiasm, and commitment toward their work roles and organizational objectives, which motivates consistent engagement with digital systems and contributes to improved work efficiency. It is explicitly positioned as a driver of behavior such as commitment to using systems properly, not as a measure of efficiency itself. Furthermore, dedication reinforces employees' willingness to persist in their tasks despite challenges, thereby sustaining both engagement and performance in digitally enabled work environments.

Absorption. Absorption refers to a state of deep concentration and full immersion in work, where employees are cognitively engrossed and experience difficulty disengaging from tasks (A. B. Bakker et al., 2023). Unlike workaholism, absorption reflects positive engagement that enhances focus and task continuity (Hakanen et al., 2008). In digital work environments, absorption supports accurate system navigation and sustained attention to information-intensive tasks.

Research shows that absorption is linked to improved task accuracy, reduced distractions, and higher-quality outputs (Ding & Wang, 2023; Panagiotopoulos et al., 2023). In public-sector digital platforms, absorption facilitates careful data processing, compliance monitoring, and uninterrupted workflow execution (Andaya et al., 2025). Employees who are absorbed in their work are less likely to commit errors arising from divided attention. Absorption focuses on cognitive focus rather than emotional enjoyment. Indicators include sustained concentration during task execution, deep involvement in work activities, and difficulty disengaging during working hours (A. B. Bakker et al., 2023; W. Schaufeli, 2021).

Absorption is the extent to which government employees are deeply focused and cognitively immersed in their work tasks, enabling sustained attention when using digital platforms and supporting efficient task execution. It is treated as a cognitive engagement mechanism that facilitates efficient task performance but does not constitute efficiency on its own. Moreover, high levels of absorption allow employees to minimize distractions and maintain continuous task engagement, thereby, enhancing accuracy and workflow consistency in digital work environments.

Digital Platform Utilization.

Digital platform utilization refers to the extent and manner in which employees incorporate digital tools and technologies into their daily work activities. In contemporary workplaces, especially within government institutions undergoing digital transformation, such utilization is critical for facilitating communication, workflow management, knowledge sharing, and service delivery (Sump et al., 2026). Digital platforms include a range of applications such as intranets, cloud services, task automation tools, and collaborative software, which are designed to enhance productivity and operational efficiency (Althab & Saheb, 2022). The degree of utilization is not merely about the frequency of use but also the effectiveness and satisfaction employees experience while engaging with these digital resources (Wijayati et al., 2022). In e-governance contexts, digital

platform utilization is essential for enabling interoperability, transparency, and efficient service delivery (Andaya et al., 2025).

Digital platform utilization is influenced by employees' perception of usefulness, ease of use, and organizational support (Alotaibi et al., 2025). In public-sector institutions, utilization is often shaped by institutional mandates, infrastructure availability, and digital competence disparities (Asadon et al., 2024). Effective engagement with digital platforms can reduce administrative burdens, improve accuracy, and accelerate decision-making, thereby directly influencing work efficiency (Ding & Wang, 2023). However, challenges such as system complexity, inadequate training, and resistance to change can hinder optimal platform utilization, highlighting the need to understand employee perceptions and competencies concerning these technologies (Ervinta et al., 2021).

Empirical studies confirm that effective digital platform utilization contributes to faster processing times, improved coordination, and reduced administrative burdens (T. Chen et al., 2021). However, utilization alone does not guarantee efficiency unless systems are well-aligned with task requirements and supported by engaged users (Goodhue & Thompson, 1995). Thus, digital platform utilization operates as both a technological and organizational variable in this study. These factors determine whether digital systems function as productivity enhancers or operational constraints.

Performance Expectancy. Performance expectancy refers to the extent to which government employees believe that using digital platforms enhances their job performance by improving efficiency, accuracy, and task outcomes (Boussaidi & Korbi, 2025). In the context of public-sector digital transformation, this construct extends beyond abstract beliefs to include actual frequency of platform use, which reflects employees' reliance on digital systems to complete core tasks (Asadon et al., 2024). High-frequency use signals that digital platforms have become embedded in daily workflows, indicating perceived usefulness in accomplishing administrative, regulatory, and service-delivery functions. Within UTAUT, performance expectancy is the strongest predictor of system use, particularly in mandatory organizational environments such as government institutions (Venkatesh et al., 2012).

Empirical studies in public administration demonstrate that employees who perceive clear performance gains from digital platforms—such as reduced processing time, easier data retrieval, and improved coordination—are more likely to integrate these systems consistently into their work routines . In Philippine e-governance initiatives such as eGovPH, LGUSS, and CBMS, frequent use reflects employees' recognition that these platforms facilitate faster service delivery and minimize redundant documentation (Andaya et al., 2025). Ultimately, when employees perceive that digital tools directly enhance their productivity, their behavioral intention to utilize such platforms increases, leading to a more efficient and responsive administrative workflow (Wijayati et al., 2022).

This study will maximize performance expectancy as the extent to which government employees perceive that frequent use of digital platforms enhances their ability to perform work tasks more quickly, accurately, and effectively, thereby contributing to improved work efficiency. From a methodological perspective, anchoring performance expectancy to frequency and perceived task utility reduces respondent subjectivity by focusing on observable usage behavior rather than abstract attitudes. Indicators such as how often employees use digital platforms to process transactions, retrieve records, or coordinate with other units provide objective proxies for perceived usefulness (Ding & Wang, 2023).

Effort Expectancy. Effort expectancy refers to the degree to which government employees perceive digital platforms as easy to learn, navigate, and operate in the course of their work (Davis, 1989). In public-sector settings, where digital skill levels vary widely across age groups and organizational units, perceived ease of use significantly shapes employees' willingness to engage with digital systems (Ursavaş, 2022). Effort expectancy is particularly critical in government institutions undergoing rapid digitalization, as complex or poorly designed systems can increase cognitive load and resistance to use (Zaman et al., 2024).

Research consistently shows that platforms perceived as user-friendly are associated with higher utilization rates, reduced frustration, and improved work efficiency . Conversely, challenges such as system downtime,

confusing interfaces, slow response times, and (Venkatesh & Davis, 2000)insufficient user guidance can undermine utilization even when systems are mandated (Ervinta et al., 2021). In the Philippine context, disparities in training and system standardization across LGUs further amplify the relevance of effort expectancy in shaping employees' digital experiences (Angara, 2021; DILG, 2024).

Furthermore, effort expectancy refers to the degree to which government employees perceive digital platforms as easy to learn and operate, considering both usability and technical challenges, which affects their consistency of use and ultimately influences work efficiency. Including both ease and challenges of use in the construct allows for a balanced and realistic assessment of digital platform utilization. Rather than assuming uniformly positive experiences, this approach captures friction points that may impede efficiency and engagement (S. Chen et al., 2024). Operationalizing effort expectancy through concrete experiences, such as difficulty learning system functions or frequency of technical issues ensures that responses reflect actual interaction with platforms rather than generalized opinions.

Facilitating Conditions. Facilitating conditions refer to the extent to which government employees perceive that organizational and technical infrastructure supports their use of digital platforms (Venkatesh & Davis, 2000). This construct includes access to functional devices, reliable internet connectivity, system availability, and technical support (Siar, 2005). In local government contexts, particularly in developing regions, facilitating conditions often determine whether digital platforms can be used effectively, regardless of employee motivation or competence (Angara, 2021).

Moreover, facilitating conditions is the extent to which government employees have access to adequate devices, reliable internet connectivity, and technical support that enable effective use of digital platforms and support efficient task performance. Empirical evidence indicates that adequate facilitating conditions are strong predictors of actual system use and sustained adoption in public-sector environments (Ibrahim et al., 2025). Employees with consistent access to computers, stable connectivity, and responsive technical support are more likely to integrate digital platforms into their daily workflows and experience fewer interruptions (Andaya et al., 2025).

In the Philippine e-government landscape, uneven infrastructure across LGUs underscores the central role of facilitating conditions in shaping utilization outcomes (DICT, 2025; DILG, 2025a). From a measurement perspective, facilitating conditions should be operationalized using tangible indicators rather than abstract perceptions (Vestues et al., 2021). Items focusing on availability of devices, internet reliability, and access to technical assistance provide objective anchors for respondents' evaluations (Mikalef & Torvatn, 2019).

Work Efficiency

Work efficiency refers to the extent to which employees accomplish assigned tasks in a timely, accurate, and resource-conscious manner while maintaining required quality standards (Cabrera-Aguilar et al., 2023). In public-sector institutions, work efficiency is a critical indicator of organizational performance because it directly affects service delivery speed, administrative reliability, and public trust (Asadon et al., 2024). Unlike productivity, which often focuses on output volume, work efficiency emphasizes the *optimal use of time, effort, and resources* in achieving expected work outcomes (Villaseñor, 2024). This distinction is particularly important in government settings where accountability, compliance, and procedural accuracy are paramount (Ding & Wang, 2023).

Efficiency at work often reflects both individual capabilities and the overall functioning of workplace systems, including the availability of supportive resources and adequate technological tools (Mikalef & Torvatn, 2019). Employees who are well-engaged and proficient in utilizing digital platforms tend to exhibit higher efficiency through better task prioritization, quicker access to necessary information, and fewer errors in output (Naqshbandi et al., 2024). In digitally enabled government environments, efficiency gains are realized not merely through system adoption but through the extent to which digital platforms support task complexity, coordination needs, and information processing demands. When systems are misaligned with work tasks, employees may experience delays, redundancies, and increased cognitive burden, thereby undermining efficiency (Goodhue & Thompson, 1995).

Empirical research in public administration consistently links work efficiency to digital platform utilization and employee engagement (Panagiotopoulos et al., 2023). Government employees who are engaged and adequately supported by digital systems demonstrate faster task completion, fewer errors, and smoother workflow execution (Ding & Wang, 2023; Wijayati et al., 2022). Conversely, inefficiencies arise when digital tools are poorly designed, inadequately supported, or used by disengaged employees (Zhang et al., 2025). In the Philippine context, where digital governance reforms aim to reduce red tape and processing delays, work efficiency serves as a critical outcome variable for evaluating the success of digital transformation initiatives (Andaya et al., 2025; DICT, 2025). Work efficiency is conceptualized as a performance outcome shaped by both technological alignment and human factors.

Task Completion Timeliness. Task completion timeliness refers to the ability of employees to complete assigned tasks within prescribed timeframes and service standards (Cabrera-Aguilar et al., 2023; Ding & Wang, 2023). In government institutions, timeliness is a crucial aspect directly impacting public satisfaction, institutional trust, and the general effectiveness of administrative procedures (Serey & Girao, 2025). Task completion reflects effective workload management, a fundamental aspect of bureaucratic performance and public service delivery (Rasul et al., 2021) . As public-sector organizations adopt digital platforms, expectations for faster processing and reduced turnaround times have intensified (DICT, 2025).

Empirical studies demonstrate that digital platforms significantly enhance timeliness by automating routine tasks, facilitating faster information retrieval, and enabling real-time coordination across offices (T. Chen et al., 2021). In Philippine e-governance systems such as eGovPH, LGUSS, and eGovPay, digital workflows are designed to reduce manual intervention and eliminate redundant steps, thereby shortening processing cycles (DILG, 2025a; Siar, 2005). However, the effectiveness of these systems in improving timeliness depends on employees' ability and willingness to use them consistently and competently (Serey & Girao, 2025).

Task completion timeliness improves when digital platforms are well-matched to task requirements, such as transaction processing, document validation, and inter-agency coordination (Rasul et al., 2021). Systems that are aligned with work processes reduce waiting time, minimize procedural bottlenecks, and support smoother task flow (Goodhue, 1998). Operationalizing timeliness through observable indicators—such as meeting deadlines and standard processing times—reduces subjectivity and strengthens measurement reliability in quantitative studies.

Accuracy and Error Reduction. Accuracy and error reduction refer to the degree to which employees perform work tasks correctly, with minimal mistakes, revisions, or need for reprocessing (T. Chen et al., 2021). Errors can lead to significant consequences, including service delays, increased operational costs, and diminished public trust (Bao et al., 2025). Accuracy within the public sector is seen as a significant benefit (Horvath et al., 2023), and is particularly critical in government tasks involving records management, financial transactions, compliance monitoring, and citizen data processing (Henman, 2020). High work efficiency therefore entails not only speed but also precision in task execution.

Digital platforms contribute to accuracy by standardizing processes, automating calculations, and minimizing manual data entry (Lane et al., 2024). In systems such as Digital National ID verification, eGovPay, and CBMS, built-in validation mechanisms and system controls reduce the likelihood of human error (DICT, 2025; DILG, 2025a). However, digital systems alone cannot eliminate errors if employees lack sufficient engagement, focus, or digital competence (Henman, 2020). Thus, accuracy is influenced by the interaction between system design and user behavior.

Accuracy improves when technological features align with task demands for precision and reliability (Bao et al., 2025). Systems that support real-time validation, error alerts, and data integration enhance accuracy by preventing inconsistencies and omissions (Goodhue, 1998). Operationalizing accuracy through indicators such as frequency of corrections, rework, or data inconsistencies ensures that measurement focuses on tangible performance outcomes rather than subjective quality assessments.

Workflow Efficiency. Workflow efficiency refers to the smooth and uninterrupted execution of work processes with minimal redundancy, unnecessary steps, and procedural delays (Panagiotopoulos et al., 2023). In

government institutions, inefficient workflows are often characterized by duplicated tasks, excessive approvals, and fragmented information systems (Diawati et al., 2023). Digital governance initiatives aim to streamline workflows by integrating systems, automating approvals, and enabling cross-agency data sharing (DICT, 2025). Workflow efficiency thus reflects how effectively work processes are organized and supported by technology.

Research indicates that digital platforms significantly improve workflow efficiency when they enable interoperability and reduce manual handoffs between units (Asadon et al., 2024). In the Philippine context, platforms such as eGovDX and LGUSS facilitate real-time data exchange and coordinated service delivery across government levels (DILG, 2025a). However, workflow efficiency is compromised when systems are poorly integrated or when employees bypass digital processes due to usability issues or lack of trust (Wijayati et al., 2022).

Workflow efficiency is achieved when digital platforms align with task interdependencies and coordination requirements (Goodhue & Thompson, 1995). Systems that support seamless task transitions, shared databases, and automated routing reduce delays and improve process continuity (Goodhue, 1998). Operational measurement of workflow efficiency focuses on observable process outcomes such as reduced procedural steps, fewer interruptions, and smoother task progression, thereby minimizing respondent subjectivity.

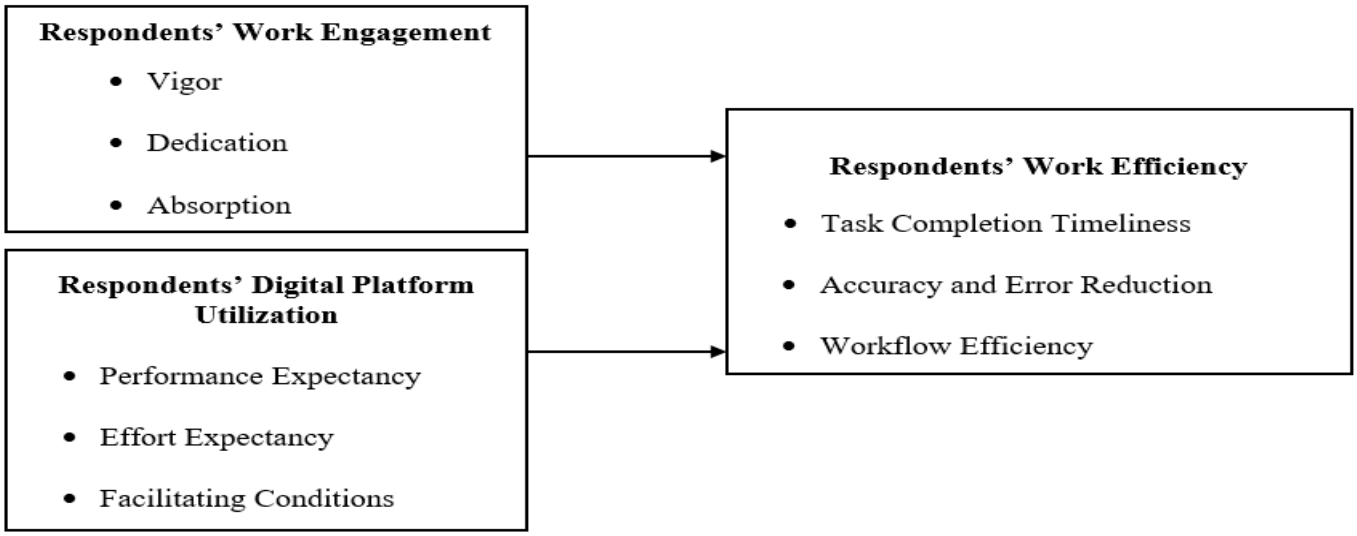

Figure 1: Schematic Diagram of the Study

Statement of the Problem

This study examined the levels of government employees' work engagement and digital platform utilization in relation to work efficiency. Specifically, it sought to answer the following questions:

1. What is the level of the respondents' work engagement in terms of vigor, dedication, and absorption?
2. What is the level of the respondents' digital platform utilization in terms of performance expectancy, effort expectancy, and facilitating conditions?
3. What is the level of the respondents' work efficiency in terms of task completion timeliness, accuracy and error reduction, and workflow efficiency?
4. Is there a significant relationship between the level of the respondents' work engagement and their work efficiency?
5. Is there a significant relationship between the level of the respondents' digital platform utilization and their work efficiency?
6. What are the predictors of government employees' work efficiency?

Null Hypotheses

Ho1. There is no significant relationship between the level of the respondents' work engagement and their work efficiency.

Ho2. There is no significant relationship between the level of the respondents' digital platform utilization and work efficiency.

Ho3. Work engagement and digital platform utilization are not predictors of government employees' work efficiency.

RESEARCH METHODOLOGY

Design

This study employed a descriptive–correlational research design. The descriptive method involved the systematic collection and analysis of numerical data to describe variables and determine relationships among them using statistical techniques (Barroga et al., 2023). The correlational research design was used to identify and analyze the relationship between the variables without manipulation (Putri et al., 2025). The descriptive-correlational design was considered appropriate in examining the relationships of government employees' work engagement and work efficiency, as well as between the government employees' digital platform utilization and work efficiency.

Setting

The study was conducted in one of the municipalities of Misamis Occidental, Philippines. The selected local government unit (LGU), under its current reform-oriented administration and in partnership with the Department of Information and Communications Technology (DICT), is actively implementing multiple digital governance initiatives aimed at strengthening public service delivery, institutional efficiency, and community connectivity. As part of the national digital transformation agenda, the municipality has adopted platforms such as the eGovPH App and the eLGU System, integrating services including the Electronic Local Civil Registry (eLCR), Community Tax Certificate (Cedula) modules, and electronic information dissemination systems. It has also operationalized an Electronic Business One-Stop Shop (e-BOSS) to streamline business permit processing and reduce bureaucratic delays, alongside the rollout of cashless payment mechanisms to support transparent and efficient financial transactions.

In coordination with the Philippine Statistics Authority (PSA), the municipality has implemented the Community-Based Monitoring System (CBMS) to enhance data-driven planning and evidence-based policymaking. Complementing these institutional reforms are ICT infrastructure upgrades, including public Wi-Fi installations and satellite-enabled connectivity in pilot barangays. The municipality also maintains an official website and uses digital channels for public advisories, disaster risk information, and program updates. Collectively, these initiatives reflect an LGU undergoing active, multi-sectoral digital transformation, where employees regularly engage with integrated digital platforms to perform administrative, regulatory, financial, and community service functions.

Respondents

The respondents of the study were government employees in one of the municipalities of Misamis Occidental. The respondents were selected through a purposive sampling technique. A total of 132 government employees were determined as the sample size using the Raosoft Calculator. The selection criteria for the respondents include the following: (1) identified as government employees, whether permanent (plantilla), contractual, or job order personnel; (2) rank-and-file government employees; (3) actively using digital platform/s in the performance of official duties; (4) have rendered at least six (6) months of service in the LGU; and (5) would provide consent to participate in the conduct of the study as respondents.

Instruments

The following will be the research instruments for gathering the data:

Work Engagement Questionnaire. The items measuring work engagement were adapted from the conceptual framework of the Utrecht Work Engagement Scale (UWES) developed by Schaufeli and Bakker (2004). The items were modified to reflect the administrative work context of local government units while retaining the theoretical dimensions of (1) Vigor, (2) Dedication, and (3) Absorption with 5 indicators each. The 4-point Likert scale was utilized. The adapted instrument underwent the validation process by experts in the field. A pilot testing was conducted with the government employees who met the inclusion criteria but were not part of the actual respondents of the study. The internal consistency of the questionnaire was evaluated using Cronbach alpha, with a threshold of 0.9366 to ensure the instrument's reliability and adequacy for measuring the constructs.

In assessing the work engagement of the government employees, the following scale was used:

Responses	Continuum	Interpretation
4 – Always (A)	3.25 – 4.00	Very High (VH)
3 – Often (O)	2.50 – 3.24	High (H)
2 – Sometimes (S)	1.75 – 2.49	Low (L)
1 – Never (N)	1.00 – 1.74	Very Low (VL)

Digital Platform Utilization Questionnaire. The researcher-developed questionnaire, theoretically grounded in the Unified Theory of Acceptance and Use of Technology (UTAUT) by Venkatesh et al. (2003), included three constructs, namely, (1) Performance Expectancy, (2) Effort Expectancy, and (3) Facilitating Conditions, with five indicators each. The items were constructed to reflect the utilization of government digital platforms within the local government context. The 4-point Likert scale was used. The instrument underwent the validation process using experts in the field. A pilot testing was conducted with the public servants not included as actual respondents of the study. The internal consistency of the questionnaire was evaluated using Cronbach alpha, with a threshold of 0.9466 to ensure the instrument's reliability and adequacy for measuring the constructs.

In assessing the digital platform utilization of the government employees, the following scale was used:

Responses	Continuum	Interpretation
4 – Always (A)	3.26 – 4.00	Very High (VH)
3 – Often (O)	2.51 – 3.25	High (H)
2 – Sometimes (S)	1.76 – 2.50	Low (L)
1 – Never (N)	1.00 – 1.75	Very Low (VL)

Work Efficiency Questionnaire. The researcher-developed questionnaire anchored on the principles of Task-Technology Fit (TTF) theory by Goodhue and Thompson (1995), focusing on task performance outcomes associated with digital system use included three constructs, namely, (1) Task Completion Timeliness; (2) Accuracy and Error Reduction; and (3) Workflow Efficiency with 5 indicators each. The 4-point Likert scale was used. The instrument underwent the validation process using experts in the field. A pilot testing was conducted with the public servants not included as actual respondents of the study. The internal consistency of the questionnaire was evaluated using Cronbach alpha, with a threshold of 0.9590 to ensure the instrument's reliability and adequacy for measuring the constructs.

In assessing the work efficiency of the government employees, the following scale was used:

Responses	Continuum	Interpretation
4 – Strongly Agree (SA)	3.26 – 4.00	Very High (VH)

3 – Agree (A)	2.51 – 3.25	High (H)
2 – Disagree (D)	1.76 – 2.50	Low (L)
1 – Strongly Disagree (SD)	1.00 – 1.75	Very Low (VL)

Data-Gathering Procedure

Before gathering the data, the researcher obtained approval from the Dean of the Graduate School of Misamis University. Upon obtaining consent, the researcher requested permission from the Municipal Mayor of the research setting to conduct the study among public servants serving as target respondents. After securing the necessary approval, the researcher prepared consent forms for the respondents and provided an explanation of the significance of the study, which was attached to the first sections of the Google Forms. Data were collected using Google Forms within the research locale and were administered directly by the researcher. The instruments were promptly retrieved after being completed. Statistical analysis was then performed on the collected data, and the results were interpreted.

Ethical Considerations

Prior to data collection, the study underwent ethical review and was approved by the MU-Research Ethics Committee (MUREC) to ensure compliance with established ethical standards. All respondents were invited voluntarily and were not subjected to any form of coercion or undue influence, consistent with the principle of respect for persons. They were provided with an informed consent form through Google Forms, which clearly explained the purpose of the study, procedures involved, potential risks and benefits, and their right to withdraw at any time without penalty, along with the Survey Questionnaires, on and beyond official office hours. Respondents were assured that their safety, dignity, and welfare were prioritized throughout the research process, and that their responses would be treated with strict confidentiality and anonymity. No personally identifiable information was collected, and all data were securely stored and used solely for academic purposes.

The researcher ensured full transparency regarding the study's objectives, absence of conflicts of interest, and strictly avoided any form of deception or misrepresentation. All information related to the study was communicated clearly, accurately, and honestly to uphold the principles of integrity and accountability in research. Furthermore, the study adhered to MUREC guidelines on ethical research involving human respondents, ensuring that all procedures complied with institutional, national, and international ethical standards.

Data Analysis

The study utilized the following statistical tools in analyzing the data gathered:

Weighted Mean and Standard Deviation. These tools were used to determine the government employees' perceived level of work engagement, digital platform utilization, and work efficiency.

Pearson Product-Moment Correlation Coefficient. This tool was used to evaluate the relationship of work engagement to work efficiency, and digital platform utilization to work efficiency among government employees.

Regression Analysis. This tool was used to examine the predictive relationships among work engagement, digital platform utilization, and work efficiency of government employees.

RESULTS AND DISCUSSION

Level of Government Employees' Work Engagement

Table 1 indicates that respondents demonstrated very high overall work engagement (WM=3.5596;

SD=0.43211). Respondents also scored very high on vigor and dedication, and absorption. These results suggest that government employees display strong enthusiasm, commitment, and involvement in their work. Their motivation to invest energy and dedication in their tasks contributes to a productive and dynamic workplace.

Work engagement refers to the extent to which employees demonstrate enthusiasm, dedication, and deep involvement in their work. It reflects the level of energy, commitment, and concentration employees invest in their tasks and organizational roles. The results revealed that government employees have a very high level of work engagement, indicating strong vigor and dedication in carrying out their duties. They are more likely to demonstrate persistence, motivation, and a positive attitude toward their work. Similarly, their very high level of absorption suggests a sustained capacity to remain focused and immersed in their tasks. Active engagement in their work will contribute to improved productivity, organizational effectiveness, and the quality of public service delivery.

Respondents' work engagement in terms of vigor was also found to be very high (WM=3.5833; SD=0.42447). This suggests that government employees possess high levels of energy and mental resilience in their work. They report maintaining mental strength despite workload demands, remaining enthusiastic about assigned tasks even when additional effort is required, and demonstrating willingness to fulfill responsibilities despite administrative and procedural challenges. Sustained energy, enthusiasm, and commitment throughout the workday contribute to consistent productivity and effective achievement of organizational goals.

Similarly, the respondents had a very high level of work engagement in terms of dedication (WM=3.6530; SD=0.43289). This finding implies that respondents show great pride, enthusiasm, and a sense of significance towards their work. They believed that their work was meaningful and important to public service delivery. They found satisfaction in fulfilling their work responsibilities and strive to produce high-quality outputs. In addition, they remain committed to performing their duties even when work conditions are challenging. Thus, government employees remain dedicated to accomplishing their work tasks and find fulfillment in the work they produce.

Respondents reported a very high level of work engagement in terms of absorption (WM=3.4424; SD=0.52249). This suggests that they maintain deep concentration and focus during work activities, becoming fully immersed in assigned duties. Respondents indicate sustained engagement and concentration throughout working hours, which supports efficient task completion and improved organizational performance. Although absorption has the lowest mean among the three constructs, it remains within the very high range, indicating consistently strong involvement across respondents.

Work engagement refers to a positive, fulfilling, work-centric state of mind that is characterized by vigor, dedication, and absorption (W. Schaufeli, 2021). The very high work engagement levels, especially vigor and dedication, predicts that job resources, such as public service motivation, foster engagement and buffer bureaucratic demands in government settings (Mäkikangas et al., 2022). Recent Philippine studies report comparable high engagement among public employees, linking it to sustained performance and digital adaptation (DICT, 2025). The results further suggest that very high absorption enhances employees' sustained attention and cognitive focus, enabling them to effectively manage tasks within increasingly digitalized government workflows.

The very high level of work engagement implies that government employees possess strong psychological resources that sustain their energy, commitment, and focus in performing their roles. This condition reflects a workforce that is intrinsically motivated and capable of maintaining high levels of involvement despite operational demands. Such engagement contributes to stable performance patterns, reinforcing the capacity of public institutions to deliver consistent and quality services. Overall, the presence of high work engagement indicates a favorable organizational environment that supports employee well-being and productivity in the public sector.

Table 1 Level of Government Employees' Work Engagement (n=132)

Constructs	Weighted Mean	StDev	Interpretation
Vigor	3.5833	0.42447	Very High
Dedication	3.6530	0.43289	Very High
Absorption	3.4424	0.52249	Very High
Overall Weighted Mean	3.5596	0.43211	Very High

Legend: 3.26-4.00 Very High (VH); 2.51-3.25 High (H); 1.76-2.50 Low (L);1.00-1.75 Very Low (VL)

Level of Government Employees' Digital Platform Utilization

Table 2 demonstrates that respondents' digital platform utilization is very high (WM=3.4439; SD=0.39002). Respondents scored very high on performance expectancy and facilitating conditions, while effort expectancy was rated high. These results indicate that government employees possess strong confidence in using digital platforms in their roles and are motivated to leverage these tools effectively, contributing to streamlined operations and enhanced service delivery.

Digital platform utilization refers to the extent to which employees incorporate digital tools into their tasks, reflecting perceptions of usefulness, ease of use, and support. It encompasses how platforms improve job performance, require minimal effort, and are backed by necessary resources. The results revealed that government employees have a generally very high level of digital platform utilization, indicating strong confidence in their utility and accessibility. They are more likely to demonstrate consistent adoption, adaptability, and reliance on these systems suggesting seamless integration into daily workflows. Active use of digital platforms will improve efficiency, interoperability, and the quality of public service delivery.

Respondents' digital platform utilization in terms of performance expectancy was very high (WM=3.4576; SD=0.55782). This suggests that government employees strongly perceive digital platforms as enhancing job outcomes and recognize their value in expediting tasks, and improving performance despite occasional limitations. Respondents demonstrate confidence in using platforms for core duties, rely on them, and invest effort to achieve better results amid varying system capabilities. This very high perception of usefulness reinforces sustained utilization and maximizes task efficiency and organizational effectiveness.

Respondents also reported a high level of digital platform utilization in terms of effort expectancy (WM=3.2136; SD=0.35226). This indicates that while employees generally find digital platform manageable and usable, there are occasional challenges in ease of use or system interaction that slightly moderate their experience. Respondents still demonstrate competence in navigating platforms and completing tasks effectively, although some degree of effort, adjustment, or learning may be required in certain situations. As a result, government employees still perceive digital tools as largely user-friendly, but with room for improvement in simplifying interfaces and reducing user effort.

Respondents also demonstrated a very high level of digital platform utilization regarding facilitating conditions (WM=3.6606; SD=0.39457). This suggests that they perceive strong organizational support for platform use, benefiting from reliable access to devices, connectivity, and assistance. These conditions enable full integration of digital tools into their duties and minimal barriers to use, supporting smooth operations throughout working hours. Robust infrastructure sustains productivity and contributes to efficient task execution and superior organizational performance.

Digital platform utilization reflects employees' integration of technology, as perceived through performance expectancy, effort expectancy, and facilitating conditions (Venkatesh et al., 2012). The variation in construct levels, particularly the slightly lower rating in effort expectancy, proposes that ease of use and support drive technology adoption although it may not always be uniformly experienced across users. The very high levels of performance expectancy and facilitating conditions reinforce that perceived usefulness and organizational

support are the dominant drivers of adoption in the public sector (Wijayati et al., 2022). Recent Philippine studies report similarly high utilization among government workers, linking it to gains from digital transformation (DILG, 2024). These results extend evidence that strong performance expectancy and support systems enhance task-technology fit, enabling employees to optimize digital systems and enhance operational resilience in local government units.

The very high level of digital platform utilization implies that government employees are highly receptive to technological integration and are capable of effectively incorporating digital tools into their daily tasks. This reflects a work environment where systems are generally accessible, usable, and supportive of operational demands. The sustained use of digital platforms enhances coordination, information access, and process efficiency, contributing to improved organizational performance. Overall, this condition signifies that digital transformation initiatives in local government units are being effectively internalized and operationalized by employees.

Table 2 Level of Government Employees' Digital Platform Utilization (n=132)

Constructs	Weighted Mean	StDev	Interpretation
Performance Expectancy	3.4576	0.55782	Very High
Effort Expectancy	3.2136	0.35226	High
Facilitating Conditions	3.6606	0.39457	Very High
Overall Weighted Mean	3.4439	0.39002	Very High

Legend:3.26-4.00 Very High (VH); 2.51-3.25 High (H); 1.76-2.50 Low (L);1.00-1.75 Very Low (VL)

Level of Government Employees' Work Efficiency

Table 3 shows that the respondents' overall work efficiency was high (WM=3.2227; SD=0.34762). Also, the respondents were high on the construct of task completion timeliness and accuracy and error reduction, and very high on workflow efficiency. This finding implies that government employees exhibit a strong consistently effective level of capability in executing tasks promptly and reliably. They are motivated to deliver timely outputs with minimal errors, thereby contributing to streamlined operations and superior public service delivery.

Work efficiency refers to the extent to which employees complete tasks at optimal speed, precision, and process optimization. It reflects the level of timeliness, accuracy, and workflow smoothness in fulfilling organizational roles. The results revealed that government employees have a high level of work efficiency, indicating dependable timeliness in task completion, consistent accuracy, and process improvement. They are more likely to demonstrate punctuality, reliability, and adaptability in their workflows. This suggests reduced rework, improved coordination, and sustained operational effectiveness, constributing to heightened productivity, resource optimization, and the quality of public administration.

It is also shown that respondents' work efficiency, in terms of task completion timeliness, was high (WM=3.1576; SD=0.34066). This finding implies that government employees consistently meet deadlines and deliver outputs on schedule. They claimed to prioritize time-bound responsibilities despite competing demands. They remained proactive in sequencing tasks. Even amid procedural delays, they remained committed to accelerating turnaround times through better planning. Sufficient timeliness in task execution contributes to reliable service delivery and effective achievement of departmental objectives.

Similarly, the respondents demonstrated a high level of work efficiency in terms of accuracy and error reduction (WM=3.0924; SD=0.27004). This finding implies that respondents produce generally precise work with minimal mistakes. They believed their outputs met quality standards vital for public trust. They experienced satisfaction in error-free documentation and strived for thorough verification processes. In addition, they remained diligent in double-checking tasks even under volume pressures. Thus, government

employees maintain a high level of accuracy, fostering dependable results and procedural integrity in government operations.

Moreover, the respondents had a very high level of work efficiency in terms of workflow efficiency (WM=3.4182; SD=0.52739). This finding shows that respondents optimize processes to ensure smoother operations. They streamline routines while handling interconnected duties, becoming adept at eliminating redundancies. They also claimed to sustain fluid coordination throughout their workflows and maintain momentum across activities. Enabling efficient workflows sustains productivity, contributing to cohesive task integration and elevated organizational performance.

Work efficiency is characterized by timeliness, accuracy, and streamlined processes (Goodhue & Thompson, 1995). The high to very high levels across constructs, support the claim that system alignment enhances performance in public sectors (Spies et al., 2020) . Recent Philippine studies link similar efficiency to digital tools and engagement, driving service improvements (Andaya et al., 2025). These results further demonstrate that strong levels of accuracy and workflow efficiency contribute to operational resilience and adaptability in local government units.

The high level of work efficiency implies that government employees are generally capable of performing their tasks with timeliness, accuracy, and effective workflow coordination. This reflects a workforce that consistently meets performance expectations, although there remains room for further enhancement toward optimal efficiency levels. Such performance supports the reliability and responsiveness of public administration processes while maintaining acceptable standards of service delivery. Overall, the findings indicate that employees demonstrate competent and dependable work efficiency, contributing to organizational effectiveness in the public sector.

Table 3 Level of Government Employees' Work Efficiency (n=132)

Constructs	Weighted Mean	StDev	Interpretation
Task Completion Timeliness	3.1576	0.34066	High
Accuracy and Error Reduction	3.0924	0.27004	High
Workflow Efficiency	3.4182	0.52739	Very High
Overall Weighted Mean	3.2227	0.34762	High

Legend: 3.26-4.00 Very High (VH); 2.51-3.25 High (H); 1.76-2.50 Low (L);1.00-1.75 Very Low (VL)

Relationship between the Level of Government Employees' Work Engagement and Work Efficiency

Table 4 presents the strong and highly significant relationship between government employees' work engagement and their work efficiency. The results reveal that all constructs of work engagement, vigor, dedication, and absorption are significantly associated with the constructs of work efficiency, task completion timeliness, accuracy, and error reduction, and workflow efficiency. The correlation coefficient indicates that higher levels of vigor, dedication, and absorption directly correspond with superior timeliness, accuracy, and workflow optimization. Since the computed p-value is less than the 0.05 level of significance, the null hypothesis stating that there is no significant relationship between work engagement and work efficiency is therefore rejected. This finding implies that psychologically engaged employees channel their enthusiasm and focus into exceptional operational performance, thereby creating highly effective public-sector workplaces.

Specifically, the strength of relationships varies across dimensions. Vigor demonstrates a strong significant relationship with task completion timeliness (r = 0.747) and workflow efficiency (r = 0.787). and a very strong significant relationship with accuracy and error reduction (r = 0.901). Likewise, absorption shows strong significant relationships with task completion timeliness (r = 0.681) and workflow efficiency (r = 0.696), and a very strong significant relationship with accuracy and error reduction (r = 0.857). On the other hand, dedication exhibits strong significant relationships with task completion timeliness (r = 0.666) and accuracy and error reduction (r = 0.692), and an average significant relationship with

workflow efficiency (r = 0.544). These findings indicate that higher levels of work engagement are consistently associated with improved efficiency across multiple performance dimensions, with particularly stronger associations observed in accuracy-related outcomes.

The observed relationships support the Job Demands-Resources (JD-R) Theory, which posits that work engagement, characterized by vigor, dedication, and absorption, serves as a key mechanism through which employee translate available job resources into improved performance outcomes (A. B. Bakker, 2022). Within this framework, employees who possess higher levels of energy, commitment, and immersion are better equipped to manage job demands and sustain optimal functioning (Mäkikangas et al., 2022). Consequently, engaged employees are more capable of completing tasks on time, maintaining accuracy, and ensuring smooth workflow processes, even in complex and demanding public-sector environments (Naqshbandi et al., 2024). These findings affirm that work engagement is not merely a psychological state but a critical driver of operational efficiency in organizational settings.

Government employees who demonstrate higher levels of vigor, dedication, and work absorption tend to perform their duties more efficiently. Employees who are psychologically engaged in their work are more likely to invest energy, persistence, and focus in completing their assigned tasks. As a result, they are able to meet deadlines, minimize errors in their outputs, and maintain effective workflow processes within their respective offices. The predominantly strong relationships observed, alongside selected very strong associations, highlight the substantial role of engagement in influencing efficiency outcomes.

The very strong and highly significant relationships between work engagement and work efficiency imply that employees' psychological involvement in their work plays a critical role in enhancing their performance. Higher levels of vigor, dedication, and absorption are consistently associated with improved timeliness, accuracy, and workflow efficiency, indicating that engagement functions as a key driver of productivity in the public sector. This relationship highlights the importance of internal motivational factors in shaping effective work behaviors. Overall, the findings establish work engagement as a fundamental determinant of work efficiency among government employees.

Table 4 Relationship between the Level of Government Employees' Work Engagement and Work Efficiency (n=132)

Work Engagement	Work Efficiency	*r*-value	Relationship Strength	*p*-value	Conclusion
Vigor	Task Completion Timeliness Accuracy and Error Reduction Workflow Efficiency	0.747 0.901 0.787	Strong Very Strong Strong	0.000**	Highly Significant
Dedication	Task Completion Timeliness Accuracy and Error Reduction Workflow Efficiency	0.666 0.692 0.544	Strong Strong Average	0.000**	Highly Significant
Absorption	Task Completion Timeliness Accuracy and Error Reduction Workflow Efficiency	0.681 0.857 0.696	Strong Very Strong Strong	0.000**	Highly Significant

Note: Relationship Strength Scale: 1.00 (Perfect); 0.80-0.99 (Very Strong); 0.60-0.79 (Strong); 0.40-0.59 (Average); 0.20-0.39 (Weak); 0.01-0.19 (Very Weak); 0.00 (No Relationship) Probability Value Scale: **p<0.01 (Highly Significant); *p<0.05 (Significant); p>0.05 (Not Significant)

Relationship between the Level of Government Employees' Digital Platform Utilization and Work Efficiency

Table 5 presents the average and highly significant relationship between government employees' digital platform utilization and their work efficiency. The results reveal that all dimensions of digital platform utilization, performance expectancy, effort expectancy, and facilitating conditions are significantly associated

with the constructs of work efficiency, task completion timeliness, accuracy and error reduction, and workflow efficiency. The correlation coefficients indicated that higher levels of performance expectancy, effort expectancy, and facilitating conditions directly corresponded to superior timeliness, accuracy, and workflow optimization. Since the computed p-value is less than the 0.05 level of significance, the null hypothesis stating that there is no significant relationship between digital platform utilization and work efficiency is therefore rejected. This finding implies that digital platform utilization contributes to improved operational performance, although the strength of influence varies across dimensions.

Performance expectancy demonstrates an average significant relationship with task completion timeliness (r = 0.542), and strong significant relationships with accuracy and error reduction (r = 0.605) and workflow efficiency (r = 0.644). Effort expectancy shows weaker relationships, with a weak significant relationship with task completion timeliness (r = 0.364) and accuracy and error reduction (r = 0.295), and an average significant relationships with workflow efficiency (r = 0.464). In contrast, facilitating conditions exhibit consistently strong significant relationships with task completion timeliness (r = 0.687), accuracy and error reduction (r = 0.706), and workflow efficiency (r = 0.651). These findings indicate that while digital platform utilization is significantly associated with work efficiency, organizational support and infrastructure (facilitating conditions) demonstrate the most consistent influence across efficiency dimensions.

The relationship between digital platform utilization and work efficiency aligns closely with the Unified Theory of Acceptance and Use of Technology (UTAUT), which posits that performance expectancy, effort expectancy, and facilitating conditions influence technology use and performance outcomes (Venkatesh et al., 2012). Positive technology perceptions promote employees' willingness to invest greater effort and to rely on digital systems, thereby improving individual and organizational outcomes (Villaseñor, 2024). Employees who perceive digital systems as useful, accessible, and supported are more likely to integrate them effectively into their work processes (Lane et al., 2024). This integration enhances task execution, improves communication, and supports workflow coordination. However, the relatively weaker relationships observed under effort expectancy suggest that ease of use alone may not be sufficient to strongly influence efficiency without adequate system support and organizational resources.

Government employees who demonstrate higher levels of performance expectancy, effort expectancy, and facilitating conditions in digital platform utilization tend to perform their duties more efficiently. Employees who perceive platforms as valuable, user-friendly, and well-supported are more likely to consistently integrate these tools into their workflows. As a result, they are able to meet deadlines, minimize errors in their outputs, and maintain effective workflow processes within their respective offices. The variation in correlation strength indicates that while digital tools support efficiency, their effectiveness depends largely on the availability of enabling conditions and system reliability.

The significant relationships between digital platform utilization and work efficiency, ranging from moderate to strong, imply that the effective use of technological systems contributes to improved task execution, accuracy, and workflow processes. Employees who perceive digital platforms as useful, user-friendly, and well-supported tend to demonstrate better efficiency outcomes in their work. This indicates that technological factors play a meaningful role in facilitating performance, although their influence varies across different efficiency dimensions. Overall, the findings suggest that digital platform utilization supports and enhances work efficiency by complementing employees' work processes in government organizations.

Table 5 Relationship between the Level of Government Employees' Digital Platform Utilization and Work Efficiency (n=132)

Digital Platform Utilization	Work Efficiency	*r*-value	Relationship Strength	*p*-value	Conclusion
Performance Expectancy	Task Completion Timeliness Accuracy and Error Reduction Workflow Efficiency	0.542 0.605 0.644	Average Strong Strong	0.000**	Highly Significant
Effort Expectancy	Task Completion Timeliness	0.364	Weak	0.000**	Highly Significant

	Accuracy and Error Reduction Workflow Efficiency	0.295 0.464	Weak Average	0.001* 0.000**	
Facilitating Conditions	Task Completion Timeliness Accuracy and Error Reduction Workflow Efficiency	0.687 0.706 0.651	Strong Strong Strong	0.000**	Highly Significant

Note: Relationship Strength Scale: 1.00 (Perfect); 0.80-0.99 (Very Strong); 0.60-0.79 (Strong); 0.40-0.59 (Average); 0.20-0.39 (Weak); 0.01-0.19 (Very Weak); 0.00 (No Relationship) Probability Value Scale: **p<0.01 (Highly Significant); *p<0.05 (Significant); p>0.05 (Not Significant)

Predictors of Government Employees' Work Efficiency

Table 6 presents the regression analysis examining the predictors of government employees' work efficiency. The results indicate that the overall regression model is statistically significant (F = 179.407; p = <0.001), indicating that work engagement and digital platform utilization jointly and significantly predict government employees' work efficiency. This means that the combination of psychological and technological factors plays a meaningful role in explaining efficiency outcomes among government employees. The model explains approximately 73.1% of the variance in work efficiency (adjusted r^2 = 0.731), indicating strong explanatory power. Thus, the null hypothesis stating that work engagement and digital platform utilization do not predict work efficiency is rejected.

Specifically, work engagement emerged as the stronger and most significant and predictor of work efficiency (β = 0.659; t = 11.190; p<0.001). This indicates that as government employees' levels of vigor, dedication, and absorption are strongly associated with improved efficiency in terms of task completion, accuracy, and workflow optimization. Employees who are more psychologically engaged thend to demonstrate higher levels of persistence, focus, and energy in accomplishing their tasks, which directly translated into better work performance. On the other hand, digital platform utilization was also found to be a significant predictor, though with a comparatively smaller effect (β = 0.271; t = 4.604; p<0.001). This suggests that employees who effectively utilize digital platforms tend to perform their tasks more efficiently through improved access to information, faster communication, and streamlined processes. However, the influence of technology remains secondary to psychological engagement, emphasizing that digital tools enhance but do not independently drive efficiency at the same level as employee engagement.

The unstandardized coefficients further indicate that for every unit increase in work engagement, work efficiency increases by 0.530 units, while a unit increase in digital platform utilization results in a 0.242 unit increase in work efficiency, holding other variables constant. The constant term (B = 0.505; p = 0.001) indicates a statistically significant baseline level of work efficiency when both predictors are accounted for. These findings suggest that while both psychological and technological factors contribute to work efficiency, work engagement has a substantially greater impact on efficiency compared to digital platform utilization. Employees who are mentally energized, dedicated, and deeply involved in their work are more likely to perform efficiently compared to those who rely solely on digital tools. This highlights the importance of human factors in achieving optimal performance outcomes in public sector organizations.

These findings are strongly supported by the integration of the Job Demands-Resources (JD-R) Theory, the Unified Theory of Acceptance and Use of Technology (UTAUT), and the Task-Technology Fit (TTF) Theory. The JD-R Theory explains that employees with high levels of work engagement, characterized by vigor, dedication, and absorption, possess the psychological resources necessary to effectively manage job demands and sustain high levels of performance (A. Bakker & Demerouti, 2007). Engaged employees are more likely to invest energy, persistence, and focus in their tasks, which directly enhances their efficiency and productivity. Meanwhile, the UTAUT framework emphasizes that performance expectancy, effort expectancy, and facilitating conditions influence technology adoption and usage behavior (Venkatesh et al., 2003). Employees who perceive digital systems as useful, easy to use, and well- supported are more likely to integrate these tools into their workflows, thereby improving task execution and coordination. Complementing these perspectives,

the Task-Technology Fit (TTF) Theory asserts that technology improves performance only when it aligns with the specific tasks employees are required to perform (Goodhue & Thompson, 1995). These frameworks explain why work engagement exerts a stronger predictive influence, as it directly drives effort and persistence, while digital platform utilization enhances efficiency through supportive technological alignment.

The results of this study underscore that both work engagement and digital platform utilization contribute to government employees' work efficiency; however, their influences are not equivalent. The stronger predictive effect of work engagement highlights that employees' motivation, commitment, and psychological involvement serve as the primary drivers of efficient performance. While digital platform utilization enhances task execution by improving access to information, communication, and workflow processes, its effectiveness is contingent upon both user acceptance and its alignment with job requirements. Therefore, strengthening employee motivation, commitment, and involvement should be prioritized alongside continuous improvement of digital infrastructure. A balances strategy that integrates human resource development and digital transformation will yield more sustainable improvements in public sector efficiency.

Table 6 Predictors of Government Employees' Work Efficiency (n=132)

Factors	**Unstandardized Coefficients**		**Standardized Beta (β)**	***t* value**	***p* value**
	B	**Std. Error**	**Beta**		
Constant	0.505	0.150		0.373	0.001
Work Engagement	0.530	0.047	0.659	11.190	<0.001
Digital Platform Utilization	0.242	0.052	0.271	4.604	<0.001
Adjusted r^2	**0.731 (73.1%)**				
F	**179.407**				
p-value	**<0.001**				

SUMMARY, FINDINGS, CONCLUSION, AND RECOMMENDATIONS

Summary

The study explored the government employees' work engagement and digital platform utilization in relation to their work efficiency. It sought answers to the following research questions: 1) What is the level of the respondents' work engagement in terms of vigor, dedication, and absorption? 2) What is the level of the respondents' digital platform utilization in terms of performance expectancy, effort expectancy, and facilitating conditions? 3) What is the level of the respondents' work efficiency in terms of task completion timeliness, accuracy, error reduction, and workflow efficiency? 4) Is there a significant relationship between the level of the respondents' work engagement and their work efficiency? 5) Is there a significant relationship between the level of the respondents' digital platform utilization and their work efficiency? 6) What are the predictors of government employees' work efficiency?

The study employed a descriptive-correlational research design to examine the relationships among the variables under investigation. It was conducted in one municipality in Misamis Occidental, Philippines, where the descriptive-correlational design was utilized to determine the levels and relationships among work engagement, digital platform utilization, and work efficiency among government employees. The respondents in the study consisted of one hundred thirty-two government employees, who were selected using a purposive sampling technique based on the research's established inclusion criteria. An adapted questionnaire from the Utrecht Work Engagement Scale (UWES) was used to measure work engagement, and researcher-developed questionnaires were the primary instruments for data collection, measuring the constructs of work engagement, digital platform utilization, and work efficiency. The collected data were analyzed using weighted mean and standard deviation to determine the levels of the variables, the Pearson product-moment correlation coefficient to examine relationships between variables, and regression analysis to identify predictors of government employees' work efficiency.

FINDINGS

The following are the findings of the study;

1. The level of the government employees' work engagement in terms of vigor, dedication, and absorption is very high.
2. The level of the government employees' digital platform utilization in terms of performance expectancy, effort expectancy, and facilitating conditions is very high.
3. The level of the government employees' work efficiency in terms of task completion timeliness, accuracy and error reduction, and workflow efficiency is high.
4. There is a very strong and highly significant relationship between the level of the government employees' work engagement and work efficiency.
5. There is a significant relationship between the level of the government employees' digital platform utilization and work efficiency ranging from weak to strong across its dimension.
6. Work Engagement is the stronger and most significant predictor of work efficiency, while Digital Platform Utilization is also a significant but relatively weaker predictor.

CONCLUSIONS

Based on the findings of the study, the following are the conclusions:

1. The very high level of work engagement among government employees indicates that they possess psychological resilience, characterized by strong vigor, dedication, and absorption in their roles, which supports a productive and resilient public-sector workforce capable of sustaining high-quality service delivery.
2. The very high level of digital platform utilization suggests that government employees are technologically adaptable and capable of effectively integrating digital systems into their daily operations, thereby supporting the ongoing digital transformation of government services.
3. The high level of work efficiency indicates that government employees perform their duties on time, with accuracy, and in coordinated workflows, which contributes to reliable and responsive public administration.
4. The very strong, and highly significant relationship between work engagement and work efficiency suggests that employees' psychological involvement and enthusiasm for their work significantly enhance their ability to perform tasks effectively and maintain high levels of productivity in government organizations.
5. The significant relationship between digital platform utilization and work efficiency indicates that the effective use of digital technologies plays an important role in improving task execution, streamlining processes, and enhancing overall operational performance in the public sector; however, its influence varies across dimensions. Facilitating conditions emerge as the most influential factor, while effort expectancy shows relatively weaker effects, suggesting that organizational support and infrastructure play a more critical role than perceived ease of use in enhancing efficiency outcomes.
6. The predictive influence of work engagement and digital platform utilization on work efficiency suggests that while technological tools support efficient work processes, employees' psychological engagement remains the dominant driver of performance outcomes. Work engagement exerts a stronger influence on efficiency compared to digital platform utilization, indicating that motivation, dedication, and absorption play a more critical role in achieving high levels of work efficiency in government institutions.

RECOMMENDATIONS

Based on the findings and conclusions of the study, the following are the recommendations:

1. Local Government Unit (LGU) administrators may sustain and further strengthen employee engagement initiatives, such as recognition programs, supportive leadership practices, and professional development opportunities, to maintain high levels of vigor, dedication, and absorption among government employees.

2. Municipal information technology offices may continue enhancing digital infrastructure, system accessibility, and technical support services to sustain the very high utilization of digital platforms and ensure seamless integration of technology in government operations.
3. Department heads and supervisors may implement continuous workflow improvement strategies, including task management training, performance monitoring systems, and process optimization practices, to maintain and further improve the high level of work efficiency among government employees.
4. Human Resource Management Offices (HRMO) may develop structured employee engagement programs, such as mentorship initiatives, team-building activities, and recognition systems, to further strengthen employees' motivation, commitment, and involvement in their work, thereby enhancing work efficiency.
5. The Department of Information and Communications Technology (DICT) may strengthen digital governance initiatives and expand digital capacity-building programs for local government employees, including continuous training on government information systems and emerging digital tools, to further enhance the effective utilization of digital platforms and improve work efficiency in public service delivery. However, emphasis should be placed on complementary rather than primary influence, as digital platform utilization serves as a supporting factor to employee engagement in predicting efficiency.
6. Government employees may continuously strengthen their professional commitment and actively participate in engagement and digital skills development programs to further enhance their productivity, adaptability, and effectiveness in delivering public services.
7. Future researchers may expand the scope of this study by examining additional factors that may influence government employees' work efficiency, such as leadership style, organizational culture, digital competence, or work-life balance, and consider using mixed-methods approaches or broader geographic coverage to provide deeper insights into the dynamics of employee performance in the public sector.

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Appendix A

Work Engagement Questionnaire

Directions: Please reflect on your work experiences and indicate how frequently you experience each of the following statements. Put a check mark (/) on the column corresponding your answer. Be guided by the following scale: 4 – Always (A); 3 – Often (O); 2 – Sometimes (S); 1 – Never (N).

Indicators	**Responses**			
	A (4)	**O (3)**	**S(2)**	**N (1)**
A. Vigor				
1. I have enough energy to complete my work tasks throughout the workday.				
2. I remain mentally strong even when my workload becomes demanding.				
3. I continue working on my assigned tasks when they require additional effort or problem-solving.				
4. I am willing to exert extra effort to accomplish my assigned responsibilities.				
5. I can maintain my work performance despite administrative or procedural challenges.				
B. Dedication				
1. I feel that my work is meaningful and important to public service delivery.				
2. I am enthusiastic about fulfilling my work responsibilities.				
3. I strive to produce high-quality work outputs in fulfilling my responsibilities.				

4. I am committed to achieving the objectives of my office or agency.				
5. I maintain my commitment to performing my duties even when work conditions are challenging.				
C. Absorption				
1. I am fully concentrated when performing my work tasks.				
2. I become deeply involved in my work while completing assigned duties.				
3. I become deeply immersed in my tasks while performing my duties.				
4. I stay fully engaged in my tasks throughout my working hours.				
5. I maintain concentration on my assigned tasks while performing my work.				

Appendix B

Digital Platform Utilization Questionnaire

Directions: Please assess the extent to which you use digital platforms and technology in performing your work tasks. These government digital platforms may include, but are not limited to, systems such as eGovPH, LGUSS (BIMS and CMIMS), CBMS, eGovPay, Digital National ID, and eVerify, and other related government information systems. Put a check mark (/) on the column corresponding your answer. Be guided by the following scale: 4 – Always (A); 3 – Often (O); 2 – Sometimes (S); 1 – Never (N).

Indicators	**Responses**			
	A (4)	**O (3)**	**S (2)**	**N (1)**
A. Performance Expectancy				
1. I regularly use officially recognized government digital platforms to complete my works tasks.				
2. Digital platforms help me accomplish my tasks more quickly.				
3. Using digital platforms improves the quality of my work outputs.				
4. Digital platforms make my work processes more efficient.				
5. Digital platforms are essential tools that support me in performing my work tasks.				
B. Effort Expectancy				
1. I find it easy to learn how to use the digital platforms required for my work.				
2. The digital platforms I use are user-friendly and easy to navigate.				
3. I can complete my work tasks using digital platforms with ease.				
4. I am able to use digital platforms without interruptions from technical problems.				
5. The functions of digital platforms are clear and understandable.				
C. Facilitating Conditions				
1. I have access to functional devices (e.g., computer, tablet) needed for my work.				
2. My workplace provides reliable internet connectivity for using digital platforms.				
3. Technical assistance is available when I encounter problems with digital platforms.				
4. The digital systems required for my work are consistently accessible during office hours.				
5. My workplace provides the necessary technological resources needed to perform my work tasks.				

Appendix C

Work Efficiency Questionnaire

Directions: Please assess your level of work efficiency based on the following statements. Indicate the extent to which each statement reflects your actual work performance by putting a check mark (/) on the column corresponding your answer. Be guided by the following scale: 4 – Strongly Agree (SA); 3 – Agree (A); 2 – Disagree (D); 1 – Strongly Disagree (SD).

Indicators	**Responses**			
	SA(4)	**A(3)**	**D(2)**	**SD(1)**
A. Task Completion Timeliness				
1. I complete my assigned tasks within the required deadlines.				
2. I am able to process work-related transactions on time.				
3. I meet standard processing times for my work responsibilities.				
4. I consistently complete my assigned tasks without delays.				
5. I organize my workload effectively to meet required deadlines.				
B. Accuracy and Error Reduction				
1. I complete my work tasks accurately with minimal need for corrections.				
2. My work outputs require minimal corrections or revisions.				
3. I am able to complete tasks without needing to repeat them due to errors.				
4. I ensure accuracy when entering or processing work-related information.				
5. My work complies with required standards and procedures.				
C. Workflow Efficiency				
1. I follow streamlined procedures when completing my work tasks.				
2. I am able to complete my assigned tasks with minimal interruptions.				
3. Digital platforms help speed up my work processes.				
4. I am able to complete my tasks smoothly from start to completion.				
5. I can coordinate my tasks efficiently with other offices or units.				