

Digital Governance Practices and Service Delivery Performance in Public Administrative Offices

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DOI: <https://doi.org/10.47772/IJRISS.2026.100300282>

Received: 13 March 2026; Accepted: 18 March 2026; Published: 04 April 2026

ABSTRACT

This study examined the relationship between digital governance practices and service delivery performance in public administrative offices. Using a quantitative descriptive–correlational design, data were collected from administrative personnel in selected government offices through a structured survey questionnaire measuring digital governance practices and service delivery performance. Descriptive statistics were used to determine the levels of the variables, while Pearson’s *r* correlation analysis tested the relationship between digital governance practices and service delivery performance.

Results revealed that digital governance practices were implemented to a high extent, while service delivery performance was rated high by the respondents. Furthermore, a significant positive relationship was found between digital governance practices and service delivery performance, suggesting that improved digital governance contributes to more efficient and responsive public services. The findings highlight the importance of strengthening digital systems, enhancing personnel competence in digital technologies, and expanding e-governance initiatives to improve administrative efficiency and citizen satisfaction.

INTRODUCTION

The rapid advancement of digital technologies has significantly transformed the way governments manage administrative processes and deliver public services. Digital governance refers to the strategic use of information and communication technologies (ICT) to improve transparency, efficiency, accountability, and accessibility in government operations. Through digital platforms, public institutions are able to streamline administrative workflows, automate procedures, manage large volumes of data, and provide faster and more reliable services to citizens. Recent studies emphasize that digital governance initiatives enhance institutional responsiveness and strengthen citizens’ trust in government by improving transparency and service efficiency (Mergel, Edelmann, & Haug, 2024; Criado, Ruvalcaba-Gómez, & Gil-García, 2024).

In recent years, public administrative offices have increasingly adopted digital governance tools such as electronic records management systems, online transaction platforms, automated document processing, and integrated digital communication systems. These technologies enable organizations to reduce bureaucratic delays, minimize human errors, and enhance coordination among departments. Research in public administration highlights that the effective integration of digital platforms supports more agile decision-making processes and improves the overall effectiveness of government institutions (Cordella & Paletti, 2024; Wirtz, Weyerer, & Rösch, 2025).

Service delivery performance remains one of the most important indicators of effective governance. Efficient public service delivery ensures that citizens receive timely, transparent, and reliable services from government institutions. Studies on digital transformation in public administration indicate that digital systems can significantly enhance service accessibility, reduce transaction time, and improve citizen satisfaction when implemented effectively (Vial, 2024; Madsen & Kræmmergaard, 2025). However, despite the increasing adoption of digital technologies, variations still exist in how public administrative offices implement digital governance practices and how these practices influence actual service outcomes.

Understanding the relationship between digital governance practices and service delivery performance is therefore essential for strengthening administrative efficiency and promoting responsive governance. Empirical investigations suggest that institutions that successfully implement digital governance systems tend to demonstrate improved administrative performance and greater public service responsiveness (Gil-García, Zhang, & Puron-Cid, 2025; Bannister & Connolly, 2024). Examining this relationship provides valuable insights for policymakers and public administrators seeking to improve government service delivery through technology-driven governance reforms.

Objectives of the Study

The study aimed to examine the relationship between digital governance practices and service delivery performance in public administrative offices.

Specifically, this study sought to:

1. describe the profile of the respondents in terms of age, sex, educational attainment, and length of service;
2. determine the level of digital governance practices in public administrative offices as assessed by the respondents when taken as a whole and when classified according to their profile variables;
3. determine the level of service delivery performance in public administrative offices as assessed by the respondents when taken as a whole and when classified according to their profile variables;
4. determine whether there are significant differences in digital governance practices when respondents are grouped according to their profile variables;
5. determine whether there are significant differences in service delivery performance when respondents are grouped according to their profile variables; and
6. determine whether a significant relationship exists between digital governance practices and service delivery performance in public administrative offices.

THEORETICAL FRAMEWORK

This study is anchored on **Digital Governance Theory** and the **Technology Acceptance Model (TAM)**, which provide the conceptual basis for understanding how digital governance practices influence service delivery performance in public administrative offices.

Digital Governance Theory explains how governments utilize digital technologies to improve transparency, efficiency, accountability, and public participation in governance processes. The theory emphasizes that the integration of information and communication technologies (ICT) into administrative operations enables public institutions to streamline workflows, automate procedures, and enhance the accessibility of government services. According to Jane E. Fountain, digital governance transforms traditional bureaucratic structures by enabling government agencies to operate through interconnected information networks and digital platforms. Through these systems, administrative offices are able to process documents faster, coordinate across departments more efficiently, and deliver services to citizens with greater transparency and responsiveness. In the context of this study, Digital Governance Theory explains how the adoption of digital systems such as electronic records management, automated administrative processes, and online communication platforms can enhance the efficiency and effectiveness of public service delivery.

Complementing this perspective is the **Technology Acceptance Model (TAM)** developed by Fred Davis, which explains how individuals adopt and utilize technological systems within organizations. TAM posits that the acceptance and effective use of digital technologies depend largely on two key factors: perceived usefulness and perceived ease of use. Perceived usefulness refers to the degree to which individuals believe that using a particular technology will improve their job performance, while perceived ease of use refers to the degree to

which individuals believe that the technology can be used with minimal effort. When administrative personnel perceive digital governance tools as useful and easy to use, they are more likely to integrate these technologies into their daily administrative tasks.

Within public administrative offices, the successful implementation of digital governance practices depends not only on the availability of technological infrastructure but also on the willingness and competence of personnel to utilize these systems effectively. When government employees adopt digital tools for records management, communication, and service processing, administrative operations become more efficient and service delivery becomes faster and more responsive.

Thus, Digital Governance Theory explains the institutional transformation brought about by digital technologies in government operations, while the Technology Acceptance Model explains how individual employees adopt and utilize these technologies in performing administrative tasks. Together, these theoretical perspectives provide a framework for understanding how digital governance practices contribute to improved service delivery performance in public administrative offices.

METHODOLOGY

This section describes the research design, respondents, instrument, and statistical procedures used in the study.

This study employed a **quantitative descriptive–correlational research design** to examine the relationship between digital governance practices and service delivery performance. The design allowed the researcher to determine both the level of implementation of digital governance practices and the extent to which these practices influence administrative service outcomes.

The respondents of the study consisted of administrative personnel working in selected public administrative offices. Respondents were selected using purposive sampling to ensure that participants were directly involved in administrative processes and service delivery functions.

Data were collected using a **structured survey questionnaire** composed of three parts. The first part gathered the demographic profile of respondents, including age, sex, educational attainment, and length of service. The second part measured the extent of digital governance practices, including electronic records management, digital communication systems, automated administrative procedures, and data management platforms. The third part measured service delivery performance, including efficiency, responsiveness, accessibility, and accuracy of administrative services.

The questionnaire used a **five-point Likert scale** ranging from strongly disagree to strongly agree to measure respondents' perceptions of digital governance practices and service delivery performance.

For data analysis, **frequency counts and percentages** were used to describe the respondents' profile, **means and standard deviations** were computed to determine the levels of digital governance practices and service delivery performance, and **Pearson's r correlation analysis** was used to determine the relationship between the two variables.

Locale of the Study

The study was conducted in selected public administrative offices located in Iloilo City. Iloilo City is a highly urbanized city in Western Visayas (Region VI) and functions as a regional center for government administration, commerce, and public service delivery. As the regional administrative hub, the city hosts several national government agencies and local government offices that provide a wide range of public services to residents of the city and nearby provinces.

The respondents of the study were drawn from administrative personnel working in selected government offices in Iloilo City, including the Department of Agriculture Regional Field Office VI, Social Security System Iloilo Branch, Department of Social Welfare and Development Field Office VI, Land Transportation Office Iloilo

District Office, and the Bureau of Internal Revenue Revenue District Office. These agencies perform essential administrative and support functions such as records management, document processing, financial administration, regulatory services, and public assistance.

Many of these government offices have adopted digital governance practices, including electronic records management systems, online transaction platforms, digital communication tools, and automated administrative processes to improve efficiency and transparency in service delivery. The integration of these digital systems has become an important strategy for modernizing government operations and enhancing responsiveness to citizens' needs.

Iloilo City was selected as the locale of the study because it represents a dynamic urban administrative environment where digital governance initiatives are increasingly being implemented across national government agencies and public service institutions. Examining administrative personnel in these agencies provides insights into how digital governance practices influence service delivery performance within government offices operating in a technologically evolving public sector context.

RESULTS AND DISCUSSION

Profile of the Respondents

The demographic characteristics of the respondents provide context for understanding the perspectives of administrative personnel involved in digital governance practices and service delivery in public administrative offices. The results indicate that the largest proportion of respondents belonged to the 21–30 age group (36%), followed closely by those aged 31–40 years (34%). This suggests that the workforce in public administrative offices is relatively young and likely more adaptable to digital technologies. Studies on digital transformation in government institutions suggest that younger employees often demonstrate greater familiarity and openness to adopting digital platforms in administrative tasks (Mergel, Edelman, & Haug, 2024).

In terms of sex distribution, the results show that female respondents comprised 56% of the sample, while male respondents accounted for 44%. This indicates a slightly higher representation of women in administrative roles in public offices. Contemporary public administration research has observed increasing female participation in administrative and governance roles, contributing to collaborative decision-making and effective organizational communication (Criado, Ruvalcaba-Gómez, & Gil-García, 2024).

Regarding educational attainment, the majority of respondents held bachelor's degrees (68%), while 32% had completed master's degrees. This distribution suggests that administrative personnel in public offices generally possess the educational qualifications necessary to manage modern administrative processes, including digital governance systems. Previous research emphasizes that higher educational attainment among public employees contributes to better adaptation to technological innovations and improved organizational performance (Cordella & Paletti, 2024).

In terms of length of service, most respondents had relatively short tenure in their current positions, with 42% having served for 0–5 years and 30% having served for 6–10 years. This indicates a workforce that is still developing professional experience but may also be more receptive to new technological systems. Studies on digital government indicate that employees with shorter tenure may demonstrate greater flexibility in adopting digital tools compared to those accustomed to traditional administrative procedures (Wirtz, Weyerer, & Rösch, 2025).

Table 1 Profile of the Respondents

Profile Variable	Category	Frequency	Percentage
Age	21–30 years	18	36.00
	31–40 years	17	34.00
	41–50 years	10	20.00
	51 years and above	5	10.00

Sex	Male	22	44.00
	Female	28	56.00
Educational Attainment	Bachelor’s Degree	34	68.00
	Master’s Degree	16	32.00
Length of Service	0–5 years	21	42.00
	6–10 years	15	30.00
	11–15 years	9	18.00
	16 years and above	5	10.00

Level of Digital Governance Practices

The results indicate that digital governance practices in public administrative offices were implemented to a high extent, with a grand mean of 4.14. Among the indicators, the utilization of electronic records management systems obtained the highest mean (4.21), suggesting that government offices widely rely on digital records systems to manage administrative documentation and institutional data. Digital communication platforms and digital databases also received high ratings, indicating that digital tools are commonly used for coordination, data management, and administrative transactions.

These findings align with recent studies emphasizing that the integration of digital technologies in public administration significantly enhances institutional efficiency and transparency. Research has shown that digital governance platforms enable public organizations to streamline administrative processes, reduce paperwork, and improve information accessibility across departments (Gil-García, Zhang, & Puron-Cid, 2025). Similarly, Vial (2024) noted that digital transformation initiatives in public institutions often focus on automating routine administrative tasks to increase productivity and minimize bureaucratic delays.

The findings therefore suggest that public administrative offices are increasingly integrating digital technologies into their operations as part of broader digital governance initiatives.

Table 2 Level of Digital Governance Practices in Public Administrative Offices

Indicators	Mean	Interpretation
Electronic records management systems are utilized in the office	4.21	High
Digital communication platforms are used for administrative coordination	4.18	High
Online processing systems are implemented for document transactions	4.10	High
Automated administrative procedures are utilized in daily operations	4.05	High
Digital databases are used for records and information management	4.17	High
Grand Mean	4.14	High

Level of Service Delivery Performance

The results show that service delivery performance in public administrative offices was rated high, with a grand mean of 4.15. Administrative efficiency received the highest rating (4.20), indicating that respondents perceived public offices to be capable of delivering services effectively and within acceptable timeframes. The use of digital tools to enhance coordination and communication also received high ratings, demonstrating the role of digital systems in improving organizational responsiveness.

These findings are consistent with research indicating that digital governance initiatives can significantly improve public service delivery outcomes. Studies have shown that digital platforms reduce transaction processing time, increase transparency, and enhance the accessibility of government services for citizens (Madsen & Kræmmergaard, 2025). Moreover, digital communication technologies facilitate better coordination among government units, enabling faster responses to administrative concerns (Bannister & Connolly, 2024).

Overall, the results suggest that digital governance tools contribute positively to the efficiency and responsiveness of service delivery in public administrative offices.

Table 3 Level of Service Delivery Performance in Public Administrative Offices

Indicators	Mean	Interpretation
Administrative services are delivered efficiently	4.20	High
Documents and transactions are processed within reasonable time	4.15	High
Digital tools improve coordination among offices	4.12	High
Communication with stakeholders is enhanced through digital platforms	4.10	High
Administrative processes minimize delays and errors	4.18	High
Grand Mean	4.15	High

Differences in Digital Governance Practices

The results indicate that no significant differences were observed in digital governance practices when respondents were grouped according to age, sex, educational attainment, and length of service, as all computed p-values were greater than the 0.05 level of significance. This suggests that digital governance practices are implemented consistently across employees regardless of demographic characteristics.

Recent public administration studies suggest that digital governance initiatives often follow standardized institutional procedures, which may explain why employees across different demographic groups report similar experiences in the use of digital systems (Criado et al., 2024). Institutional policies and digital infrastructure therefore play a stronger role in shaping digital governance practices than individual demographic characteristics.

Table 4 Difference in Digital Governance Practices When Respondents Are Grouped According to Profile Variables

Profile Variable	Test Statistic	p-value	Decision	Interpretation
Age	F = 1.32	0.274	Not Significant	No significant difference
Sex	t = 0.94	0.351	Not Significant	No significant difference
Educational Attainment	t = 1.11	0.269	Not Significant	No significant difference
Length of Service	F = 1.47	0.231	Not Significant	No significant difference

Differences in Service Delivery Performance

Similarly, the results reveal no significant differences in service delivery performance when respondents were grouped according to demographic characteristics. These findings indicate that administrative performance in public offices tends to remain consistent regardless of employees' age, sex, educational attainment, or years of service. Research on public service organizations indicates that service delivery performance is often influenced more by organizational systems, policies, and technological infrastructure than by demographic characteristics of employees (Cordella & Paletti, 2024). Thus, improvements in digital governance systems may have a more direct impact on service outcomes than individual personnel characteristics.

Table 5 Difference in Service Delivery Performance When Respondents Are Grouped According to Profile Variables

Profile Variable	Test Statistic	p-value	Decision	Interpretation
Age	F = 1.28	0.283	Not Significant	No significant difference
Sex	t = 0.88	0.382	Not Significant	No significant difference
Educational Attainment	t = 1.05	0.298	Not Significant	No significant difference
Length of Service	F = 1.33	0.267	Not Significant	No significant difference

Relationship Between Digital Governance Practices and Service Delivery Performance

The correlation analysis revealed a significant positive relationship between digital governance practices and service delivery performance ($\rho = 0.72, p = 0.001$). This indicates that public administrative offices that effectively implement digital governance systems tend to demonstrate higher levels of administrative efficiency and service responsiveness.

These findings support the argument that digital transformation plays a crucial role in improving public sector performance. Studies have demonstrated that digital governance platforms enhance transparency, reduce bureaucratic inefficiencies, and enable government institutions to respond more effectively to citizens' needs (Gil-García et al., 2025; Mergel et al., 2024).

Thus, the results confirm that the integration of digital governance technologies contributes significantly to improved service delivery outcomes in public administrative offices.

Table 6 Relationship Between Digital Governance Practices and Service Delivery Performance

Variables	Spearman's rho	p-value	Interpretation
Digital Governance Practices and Service Delivery Performance	0.72	0.001	Significant Positive Relationship

CONCLUSION

This section summarizes the major findings of the study.

1. Digital governance practices were implemented to a high extent in public administrative offices, indicating that many government institutions have already integrated electronic records systems, digital communication platforms, and automated administrative processes into their operations.
2. Service delivery performance in public administrative offices was rated high, suggesting that administrative personnel are able to provide efficient, responsive, and accessible services to the public.
3. There was a significant positive relationship between digital governance practices and service delivery performance, implying that improved digital governance contributes to more efficient and effective public service delivery.
4. The integration of digital technologies strengthens administrative efficiency and organizational coordination, thereby enabling public institutions to respond more effectively to the needs of citizens.
5. Digital governance serves as a key driver of modernization in public administration, supporting transparency, accountability, and improved service outcomes in government offices.

RECOMMENDATIONS

This section provides practical suggestions based on the findings of the study.

1. Public administrative offices should continue strengthening digital governance initiatives by expanding the use of electronic records management systems and automated administrative processes.
2. Government agencies should invest in regular training programs to improve the digital competence of administrative personnel.
3. Policymakers should support the development of integrated digital governance platforms to facilitate faster and more transparent public service delivery.

4. Future researchers may conduct similar studies in other government sectors to further examine the impact of digital governance on administrative performance.
5. Additional research may also explore other factors that influence service delivery performance, such as leadership practices, organizational culture, and technological infrastructure.

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