

Organizational Readiness and Technology Acceptance in Digital Government: Evidence from the Philippine Veterans Affairs Office (PVAO)

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Abstract

This study examined organizational readiness and technology acceptance in the implementation of digital government systems within the Philippine Veterans Affairs Office (PVAO). Anchored primarily in Technology Acceptance Model 3 (TAM3) and organizational readiness perspectives, the study employed a descriptive quantitative design using a researcher-developed structured questionnaire administered through stratified random sampling. Data from 315 respondents were analyzed using frequency, percentage, weighted mean, standard deviation, independent samples t-test, one-way Analysis of Variance, and appropriate nonparametric procedures through SPSS. The findings revealed a generally favorable level of organizational readiness, with an overall mean of 3.16. Availability of digital tools received the highest assessment at 3.22, followed by employee digital competence at 3.14 and institutional support at 3.11. Technology acceptance was likewise favorable, with mean scores of 3.28 for perceived usefulness, 3.15 for perceived ease of use, and 3.30 for both behavioral intention to use and actual system use. No significant differences in digital readiness and technology acceptance were found according to position, age, or years of service. Despite these positive findings, fragmented systems, workflow inefficiencies, data inconsistencies, limited transaction tracking, technical support concerns, system usability issues, and difficulties experienced by elderly beneficiaries remain areas for improvement. The study concludes that PVAO has established a sound foundation for digital government but requires continued strengthening of system integration, institutional support, digital competency development, user-centered design, data management, and monitoring mechanisms. The study aligns with SDG 9, SDG 10, SDG 16, and SDG 17 through its emphasis on digital infrastructure, inclusive access, effective public institutions, and inter-agency collaboration. Its sustainability impact lies in supporting technological and digital sustainability, institutional and governance sustainability, and socially inclusive public service delivery for veterans and their beneficiaries.

Keywords: Digital Government; Digital Transformation; Institutional Support; Organizational Readiness; Philippine Veterans Affairs Office; Technology Acceptance

1. Introduction

Digital transformation has become increasingly important in public administration as government institutions seek to improve efficiency, accessibility, transparency, accuracy, and responsiveness. However, successful digital government requires more than the deployment of technological systems. It also depends on organizational preparedness, employee competence, institutional support, user perceptions, and the ability of both personnel and

service beneficiaries to adapt to digital processes. This study examines these dimensions within the Philippine Veterans Affairs Office (PVAO), particularly the relationship between organizational readiness and technology acceptance in the implementation and continued use of digital government systems.

The Philippine Veterans Affairs Office (PVAO), a bureau under the Department of National Defense (DND), is mandated to protect the welfare of war veterans and their qualified dependents through pension administration, benefit processing, records management, validation, and client assistance (Republic Act No. 6948, 1990). By 2024, PVAO served approximately 170,000 pensioners nationwide (PVAO Performance Report, 2024). Its digital transformation, strengthened under the Kagitingan Roadmap 2032, includes the Comprehensive Veterans Benefits Management System (CVBMS), records and financial management systems, pension validation platforms, field validation kiosks, and integration with the eGov PH mobile application through collaboration with the Department of Information and Communications Technology (DICT). Despite these initiatives, fragmented systems, limited interoperability, incomplete transaction tracking, and continued reliance on traditional processes remain challenges. Similar concerns in Philippine digital government include service delays and public dissatisfaction (Alampay, 2020; Dela Cruz and Gonzales, 2021), inadequate ICT competence (Villaseñor, 2024), weak policies, infrastructure limitations, and resistance to change (Delos Reyes–Urmanita and Moreno, 2024), as well as policy fragmentation, underutilized systems, and organizational silos (Andaya et al., 2025). Leadership commitment, communication, and institutional coordination are likewise essential to successful implementation (Treceña, 2021). These conditions demonstrate that effective digital transformation requires both technological capability and organizational preparedness.

Organizational readiness reflects an institution's capacity and commitment to implement technological change, shaped by employees' collective commitment, leadership support, engagement, and technological preparedness (Armenakis & Harris, 2009; Weiner et al., 2020; Jo and Hong, 2023). A key dimension is the availability of digital tools and infrastructure, including reliable hardware, software, connectivity, and platforms (Yassien, 2023). Public-sector limitations such as outdated systems and unstable connectivity remain concerns (PIDS, 2022), while access to adequate and usable technologies supports productivity, collaboration, innovation, and overall digital readiness (Abhari, 2025; Mofokeng et al., 2025; Singun, 2025). Employee digital competence is equally important because digital transformation depends on employees' literacy, technical skills, confidence, and adaptability. Training can strengthen these competencies (Aszighali, 2023), while unfamiliarity with technology and disruption of established work practices may create resistance (Nunn, 2001; Dwivedi et al., 2012). Similar concerns involving limited technical knowledge and workplace adaptation have been observed in government settings (de Jesus et al., 2024; Villaseñor, 2024). Continuous learning therefore supports competence, productivity, and adaptability (Juhász et al., 2022; Zervas and Triantari, 2025; Ingsih et al., 2024). Institutional support, including leadership, policies, resources, communication, technical assistance, and stakeholder participation, further strengthens readiness and reduces resistance to transformation (Ashaye and Irani, 2019; Samsor, 2021; AlNuaimi et al., 2022; Langseth et al., 2023). Adequate policies, funding, capacity development, technical assistance, strategic planning, and sustained commitment are therefore essential (ADB, 2021; Chen et al., 2026). Technology acceptance is explained through the Technology Acceptance Model (TAM), which identifies perceived usefulness, perceived ease of use, behavioral intention, and actual system use as important dimensions of adoption (Davis, 1989; Fred Davis, 1989; Viswanath Venkatesh and Davis, 2000; Beraducci, 2025). Perceived usefulness reflects whether technology improves work performance and efficiency (Davis, 1989), with evidence linking it to productivity, task accomplishment, acceptance, and continued use (Mulyono et al., 2022; Lee et al., 2025; Dhingra & Mudgal, 2019; Vraňaková & Gyurák Babel'ová, 2025). Perceived ease of use concerns how understandable and manageable a system is (Davis, 1989), while usability and perceived benefits contribute to continued adoption (Al-Emran et al., 2023; Adi Alsyounf et al., 2023). Behavioral intention reflects users' willingness to continue using technology and is influenced by usefulness, ease of use, and facilitating conditions (Nag et al., 2023; Davis, 1989; Nurtanto et al., 2025; Tu & Jia, 2024). Actual system use represents the integration of technology into routine activities; system availability alone does not guarantee adoption, as continued use also depends on behavioral intention and facilitating conditions (Cordella and Tempini, 2015; Khan et al., 2023; Davis, 1989; Venkatesh et al., 2003; Bayaga & du Plessis, 2024). Digital transformation also involves concerns related to cybersecurity, usability, employee adaptation, and digital inclusion. Government systems require protection from cyber threats and data breaches (Craigien et al., 2014; Fowler, 2023), while complex or unreliable systems can discourage adoption (Davis, 1989; Tudose, 2025; Lewis & Sauro, 2021). Employees may resist technology because of unfamiliarity, additional workload, or disruption of established practices (Nunn, 2001; Dwivedi et al., 2012; De Jesus et al., 2024). For PVAO, the digital inclusion of elderly veterans and pensioners is particularly important because older users may have lower digital participation and may perceive technology as difficult or unnecessary (UNECE, 2021; Alsagoff et al., 2022). Overall, digital transformation can improve service delivery by reducing delays, improving records and communication, increasing efficiency, minimizing errors, and strengthening transparency and accountability (Djatkiko et al., 2025; PIDS, 2022; Cereno, 2024; Nguyen et al., 2025; Bhatanagar, 2004; Setyarto et al., 2025; Pascual, 2020). However, service quality ultimately depends on the responsiveness, usability, and accessibility of digital systems (Yassien, 2023). These findings indicate that successful digital government in PVAO requires the combined presence of adequate technological resources,

competent employees, strong institutional support, positive technology acceptance, secure and usable systems, and inclusive access for veterans and beneficiaries.

At the local institutional level, PVAO is undergoing a transition from manual and fragmented procedures toward integrated digital government. Its CVBMS and related systems are intended to improve pension administration, benefit transactions, validation, records management, and communication. However, incomplete integration, varying employee capabilities, usability concerns, and the adaptation requirements of older beneficiaries indicate that system deployment alone does not ensure successful transformation. At the national level, PVAO's modernization aligns with wider Philippine efforts toward digital, secure, responsive, and sustainable government under the Philippine Development Plan 2023–2028 and related national digitalization initiatives. Philippine literature nevertheless identifies continuing concerns involving infrastructure, organizational silos, policy implementation, technical competence, institutional support, and resistance to change. These conditions make PVAO an appropriate setting for examining how organizational readiness interacts with technology acceptance in public-sector digitalization. At the global level, studies consistently show that digital transformation requires technological infrastructure, competent users, organizational support, positive user perceptions, cybersecurity, accessible system design, and sustained actual use. The digital inclusion of older populations is particularly important because elderly users may experience greater difficulty with digital literacy, access, and technology familiarity. These international concerns closely parallel PVAO's responsibility to provide reliable and accessible government services to an aging veteran population.

The study is primarily anchored in Technology Acceptance Model 3 (TAM3) developed by Venkatesh and Bala (2008), which explains technology adoption through determinants of perceived usefulness and perceived ease of use, including computer self-efficacy, perceptions of external control, and result demonstrability (Venkatesh & Bala, 2008). The study focuses on four constructs: Perceived Usefulness (PU), Perceived Ease of Use (PEOU), Behavioral Intention to Use (BI), and Actual System Use (ASU). PU and PEOU influence users' willingness to continue using technology, which subsequently affects actual system use. The framework also integrates an Input-Process-Output (IPO) perspective, wherein digital readiness—measured through availability of digital tools, employee digital competence, and institutional support—serves as the input; training, technical assistance, user-centered design, and communication constitute the process; and strengthened digital transformation and improved service delivery represent the intended output. Overall, the framework emphasizes that effective digital government depends on the interaction between organizational preparedness and positive technology acceptance to achieve efficient, accurate, transparent, usable, responsive, and veteran-centered public services.

The reviewed literature establishes extensive evidence on organizational readiness, digital infrastructure, employee competence, institutional support, technology acceptance, cybersecurity, system usability, employee adaptation, elderly-user adaptation, and digital service delivery. However, the literature identifies limited empirical research specifically examining these dimensions within the Philippine Veterans Affairs Office. In particular, there is limited evidence integrating organizational readiness, technology acceptance, actual system use, and service delivery performance within a specialized government institution serving elderly and vulnerable beneficiaries. Research is also limited regarding how PVAO personnel and pensioners adjust to digital systems used for pension validation and benefits administration. This gap is significant because the effectiveness of digital government within PVAO depends on both institutional preparedness and the actual willingness and ability of users to adopt technological systems. Accordingly, this study examines PVAO's organizational readiness through the availability of digital tools, employee digital competence, and institutional support, while technology acceptance is assessed through perceived usefulness, perceived ease of use, behavioral intention to use, and actual system use. It also considers differences in perceptions according to respondent characteristics and seeks to provide evidence-based strategies for strengthening digital transformation and service delivery.

Based on the study's objectives and context, the research aligns most strongly with SDG 9 – Industry, Innovation and Infrastructure, SDG 10 – Reduced Inequalities, SDG 16 – Peace, Justice, and Strong Institutions, and SDG 17 – Partnerships for the Goals. Its alignment with SDG 9 is reflected in the emphasis on reliable digital infrastructure, integrated information systems, technological innovation, employee digital capability, and the effective implementation of digital government platforms. The study also supports SDG 10 by recognizing that elderly veterans and pensioners may encounter barriers related to digital literacy, accessibility, technological familiarity, and internet access, thereby highlighting the need for inclusive digital public services that accommodate vulnerable beneficiaries. Its contribution to SDG 16 is evident in its focus on improving government efficiency, accuracy, transparency, accountability, accessibility, and responsiveness through stronger organizational readiness and technology adoption. Moreover, the study relates to SDG 17 through institutional coordination, particularly PVAO's collaboration with the Department of Information and Communications Technology in integrating government digital services, which supports interoperability and coordinated public-sector digital transformation.

The study contributes to **technological and digital, institutional and governance, and social and community sustainability**. Sustainable digital transformation requires reliable infrastructure, employee competence, system usability, technical support, organizational commitment, and integration of technology into routine operations. It also supports institutional sustainability by strengthening leadership, transparency, accountability, responsive service, and continuous adaptation of policies and workforce capabilities. Socially, the study emphasizes accessible and user-centered digital services that consider the varying capacities of employees, veterans, and elderly pensioners. Overall, it integrates public administration, organizational management, information technology, digital inclusion, and governance to promote sustainable, inclusive, responsive, and veteran-centered digital government.

2. Material and methods

2.1 Research Design

The study used a descriptive quantitative research design to systematically measure and analyze the existing conditions, perceptions, and experiences related to PVAO's digital transformation. The design enabled the assessment of organizational readiness and technology acceptance using measurable indicators and statistical procedures. Organizational readiness covered the availability and adequacy of digital tools and infrastructure, employee digital competence, institutional support, leadership commitment, and organizational preparedness for technological change. Technology acceptance was examined using the Technology Acceptance Model (TAM) constructs of perceived usefulness, perceived ease of use, behavioral intention to use, and actual system use. These variables were measured through a structured Likert-scale questionnaire administered to respondents with direct experience of PVAO operations and services. The design also examined whether perceptions of digital readiness and technology acceptance differed according to position, age, and years of service. The quantitative findings served as the basis for identifying strengths, implementation concerns, and possible strategies for improving PVAO's digital transformation and veteran-centered service delivery.

2.2 Locale of the Study

The study was conducted within the Philippine Veterans Affairs Office (PVAO), covering personnel assigned to its Central Office and Field Service Offices (FSOs). These offices perform administrative, technical, pension and benefits processing, records management, and other service-delivery functions supported by digital technologies. The study also included selected PVAO beneficiaries who had direct experience accessing agency services. These included veterans, surviving spouses or wives of deceased veterans, and qualified children or dependents who interacted with PVAO through pension-related transactions, benefit applications, records verification, inquiries, and other technology-supported services.

2.3 Respondents of the Study

The respondents consisted of PVAO employees and selected external clients. Employee respondents represented administrative, technical, operational, supervisory, and managerial functions and were required to have direct experience with PVAO's digital systems. Qualified employees had at least one year of service, while supervisory and managerial personnel had at least five years of service and involvement in digital transformation activities. External respondents included registered veterans, surviving spouses or wives, and qualified children or dependents who had received PVAO services or benefits for at least ten years and had experienced at least one agency transaction or service interaction. Particular consideration was given to elderly beneficiaries due to possible digital accessibility and usability concerns. Employees without sufficient service or digital-system exposure and clients without direct PVAO service experience or the capacity to provide informed responses were excluded.

2.4 Sample and Sampling Procedure

PVAO had an estimated workforce of approximately 430 employees, with an accessible working population of approximately 400 active personnel during the data-collection period. Stratified random sampling was used as the primary sampling technique to provide representation across different organizational units, functions, and position classifications. Employee strata included administrative and support personnel, technical and information technology-related personnel, benefits-processing and operational personnel, and supervisory or managerial personnel. Central Office and Field Service Office assignments were also considered. Respondents within each stratum were selected randomly, with proportional representation based on the composition of the employee population. The manuscript reports different employee sample figures. The population and qualification sections identify 200 employee respondents, whereas the sample-size computation using Slovin's Formula at a 5% margin of error for an accessible population of 400 reports approximately 215 employee respondents. These figures require reconciliation in the final manuscript to establish a consistent employee sample size. A separate sample of 100 external clients was drawn from the approximately 163,700 pensioners and beneficiaries served by PVAO. The sample included Filipino veterans or pensioners, surviving spouses or wives of veterans, and qualified children or dependents. Their inclusion was based on accessibility, eligibility, direct experience with PVAO services, and capacity to provide informed assessments of digital service accessibility and usability.

2.5 Research Instrument

The study used a researcher-developed structured survey questionnaire based on the research objectives, organizational readiness dimensions, and Technology Acceptance Model (TAM) constructs. It covered respondent demographics, organizational readiness in terms of digital tools, employee competence, institutional support, leadership, and preparedness for change, and technology acceptance through perceived usefulness, perceived ease of use, behavioral intention, and actual system use. Responses were measured using a four-point Likert scale. The instrument underwent expert content validation and pilot testing, while internal consistency was assessed using Cronbach's Alpha, with coefficients of 0.70 or higher considered acceptable.

2.6 Data Gathering Procedure

Prior to data collection, permission was secured from the appropriate PVAO authorities. Respondents were informed of the study's objectives, procedures, confidentiality safeguards, voluntary nature, and their right to withdraw. Informed consent was obtained before participation. The research instrument was initially developed, subjected to expert validation, and pilot-tested for approximately 14 days. After validation, qualified employee respondents were identified through the sampling procedure, and the questionnaires were administered over approximately three weeks. Completed questionnaires were collected and reviewed for completeness and accuracy before encoding. Data cleaning, coding, processing, and statistical analysis were subsequently conducted over approximately three weeks. The analyzed findings were then consolidated and interpreted, after which strategies and recommendations for strengthening digital transformation and service delivery were formulated. Preparation of the final research report was completed within approximately two to three weeks.

2.7 Data Analysis Techniques

Quantitative data were encoded, tabulated, processed, and analyzed using the Statistical Package for the Social Sciences (SPSS). Descriptive and inferential statistical techniques were applied according to the research questions. Frequency and percentage distributions were used to describe respondents according to position, age, and years of service. Weighted mean and standard deviation were used to determine the level of organizational readiness in terms of availability of digital tools, employee digital competence, and institutional support. The same statistical measures were applied to technology acceptance in terms of perceived usefulness, perceived ease of use, behavioral intention to use, and actual system use. Quantitative indicators concerning efficiency, accuracy, transparency, system usability, and adaptation to digital technologies were also summarized and interpreted to identify issues associated with PVAO's digital transformation. For comparisons according to respondent profile, the Independent Samples t-test was used for variables containing two categories, while One-Way Analysis of Variance (ANOVA) was applied to variables containing three or more categories. When assumptions for parametric testing were not satisfied, the Kruskal-Wallis Test was used as the nonparametric alternative. The statistical results were consolidated and interpreted to provide an overall assessment of PVAO's organizational readiness and technology acceptance and to serve as the basis for evidence-based strategies intended to strengthen digital transformation and improve service delivery.

2.8 Ethical Considerations

The study observed ethical principles governing research involving human participants. Approval and permission were obtained from the relevant PVAO offices before data collection, and respondents were informed about the study's purpose, objectives, procedures, and significance before participation. All respondents provided informed consent and were informed of their right to refuse participation or withdraw at any time without penalty or adverse consequences. Participation was voluntary, and no coercion, pressure, or undue influence was applied. Respondent information was treated with strict confidentiality in accordance with RA 10173 (Data Privacy Act of 2012). Personal identifiers were excluded from research reports, publications, and presentations, and collected information was used exclusively for academic and research purposes. Access to the data was limited to the researcher and authorized individuals. Respondent anonymity, privacy, and dignity were protected throughout the study. Measures were also undertaken to minimize physical, psychological, social, or professional risks. Findings were reported honestly, accurately, and objectively in accordance with academic integrity, transparency, and responsible research practices.

3. Results and Discussion

3.1 Profile of the respondents

3.1.1 Position

Of the 315 respondents, 218 or 69.21% were rank-and-file employees, while 97 or 30.79% occupied supervisory positions. The larger proportion of rank-and-file respondents indicates that the findings primarily represent employees directly involved in day-to-day operations and regular interaction with PVAO's digital systems. The distribution provides substantial representation from operational personnel who experience the practical application of digital technologies. At the same time, the inclusion of supervisory employees provides perspectives from personnel with managerial responsibilities, allowing the study to capture different organizational experiences related to digital transformation.

3.1.2 Age

The largest age group consisted of respondents aged 31–40 years, with 95 or 30.16%, followed by those aged 20–30 years with 82 or 26.03%, those aged 41–50 years with 74 or 23.49%, and respondents aged 51 years and above with 64 or 20.32%. The distribution indicates representation across different career and age groups. The relatively balanced distribution allowed the study to examine perceptions among employees with varying levels of technological exposure. Previous studies have suggested that age may influence individuals' perceptions of digital technologies, particularly regarding perceived ease of use and technology adoption, making this demographic variable relevant for subsequent analyses of significant differences in the perceived levels of organizational readiness and technology acceptance (Davis, 1989; Venkatesh et al., 2003).

3.1.3 Years of Service

In terms of organizational tenure, 108 respondents or 34.29% had served for less than five years, 92 or 29.21% had 5–10 years of service, 56 or 17.78% had 11–20 years, and 59 or 18.73% had more than 20 years of service. The respondents therefore represented both relatively new and long-serving personnel. This variation is relevant because employees with different lengths of service may have experienced different stages of PVAO's transition from manual procedures toward digitally supported operations. The representation of varied organizational experience provides a broader basis for assessing whether perceptions of digital readiness and technology acceptance differ according to tenure.

3.2 Organizational Readiness for Digital Transformation

PVAO obtained an overall digital readiness mean of 3.16 (SD = 0.64), interpreted as Agree. Among the three dimensions, available digital tools obtained the highest mean of 3.22 (SD = 0.64), followed by employee digital competence at 3.14 (SD = 0.59) and institutional support at 3.11 (SD = 0.69). The results indicate that respondents generally perceive PVAO as possessing the technological resources, workforce capabilities, and institutional mechanisms necessary to support digital transformation. The favorable assessment indicates that PVAO has established important foundations for digital government, although the comparatively lower institutional support rating suggests opportunities for further organizational improvement. Technological infrastructure represents an important enabling condition for organizational transformation (Weiner, 2009), but digital investments must also be supported by organizational integration and institutional preparedness (Villaseñor, 2024). Employee capability further contributes to technology adoption and organizational change (Treceñe, 2021), while leadership commitment and institutional coordination remain important to successful digital government implementation (Delos Reyes-Urmanita & Moreno, 2024; Treceñe, 2021). Collectively, the findings support the view that organizational innovation depends on institutional capacity and collective preparedness (Weiner, 2009), while favorable organizational conditions can encourage positive perceptions and use of technology (Davis, 1989; Venkatesh et al., 2003).

3.2.1 Availability of Digital Tools

The availability of digital tools obtained a composite mean of 3.22 (SD = 0.64), interpreted as Agree. Access to necessary digital devices received the highest mean of 3.25 (SD = 0.62), followed by adequate software and digital applications at 3.24 (SD = 0.63), regular system maintenance and updates at 3.23 (SD = 0.65), sufficient internet connectivity at 3.20 (SD = 0.66), and accessibility of required digital systems at 3.18 (SD = 0.60). These results indicate that PVAO generally provides the technological resources necessary for employees to perform digitally supported work, although system accessibility and connectivity received comparatively lower assessments. The availability of devices reflects PVAO's investment in the technological foundation required for digital operations. According to Weiner (2009), organizational readiness encompasses both the availability of organizational resources and the collective capability of employees to implement institutional change successfully. The favorable ratings for software provision and system maintenance likewise indicate an operational foundation for sustainable digital government, consistent with studies emphasizing the need for continuously maintained technological infrastructure (Villaseñor, 2024). However, the relatively lower assessments of connectivity and system accessibility indicate opportunities to strengthen network performance and interoperability, consistent with the technological and implementation limitations identified by Delos Reyes-Urmanita and Moreno (2024). Overall, these findings support the importance of adequate organizational resources in institutional transformation (Weiner, 2009) and complement the proposition that reliable and accessible technologies facilitate favorable perceptions of usefulness and ease of use (Davis, 1989; Venkatesh et al., 2003).

3.2.2 Employee Digital Competence

Employee digital competence obtained a composite mean of 3.14 (SD = 0.59), interpreted as Agree. Comfort in learning and adapting to new digital technologies received the highest mean of 3.32 (SD = 0.48) and was interpreted as Strongly Agree. Confidence in using computers and digital systems obtained 3.18 (SD = 0.55), familiarity with PVAO's digital systems and platforms obtained 3.15 (SD = 0.60), and adequate knowledge in using these systems obtained 3.10 (SD = 0.62). Efficient utilization of digital tools received the lowest mean of 2.95 (SD = 0.70), although it remained within the Agree category. The strong rating for technological adaptability

indicates a workforce receptive to continuing digital innovation. According to Weiner (2009), organizational readiness includes employees' psychological preparedness and willingness to accept organizational change. Employee confidence and familiarity can also strengthen perceptions of technology usability, consistent with the Technology Acceptance Model (TAM), which posits that increased familiarity with technology positively influences users' perceptions of ease of use and ultimately strengthens technology adoption (Davis, 1989). The need for continuing technical development is supported by the importance of sustained competency enhancement during technological change (Treceñe, 2021). The comparatively lower rating for efficient utilization suggests that some employees may still experience operational difficulties, consistent with observations by Delos Reyes-Urmanita and Moreno (2024). These findings reinforce employee capability as a central element of organizational preparedness (Weiner, 2009) and indicate that greater confidence, knowledge, and familiarity can facilitate stronger technology acceptance and continued use (Davis, 1989; Venkatesh et al., 2003).

3.2.3 Institutional Support

Institutional support obtained a composite mean of 3.11 (SD = 0.69), interpreted as Agree. Active management support for digital transformation received the highest mean of 3.18 (SD = 0.66), followed by clear policies and guidelines at 3.12 (SD = 0.68), adequate training at 3.10 (SD = 0.70), sufficient organizational resources at 3.08 (SD = 0.71), and readily available technical support at 3.05 (SD = 0.72). Respondents therefore generally recognized institutional support for digital transformation, although technical assistance and resource provision received the lowest assessments. Management support indicates that employees recognize leadership commitment to PVAO's modernization efforts. This is consistent with Treceñe (2021), who emphasized that leadership commitment and effective organizational communication are among the most influential factors contributing to successful digital transformation within public institutions. Clear policies and training further provide employees with guidance and confidence during organizational change. According to Weiner (2009), organizational readiness is strengthened when institutional structures provide employees with both the capability and confidence needed to implement organizational innovations successfully. The relatively lower scores for resources and technical assistance indicate areas requiring additional strengthening and correspond with implementation challenges identified by Delos Reyes-Urmanita and Moreno (2024). Collectively, institutional commitment, policies, technical assistance, and employee development reinforce organizational readiness (Weiner, 2009) and can facilitate stronger perceptions of technology usefulness and ease of use (Davis, 1989; Venkatesh et al., 2003).

3.3 Technology Acceptance of PVAO Digital Systems

The assessment of technology acceptance showed favorable responses across perceived usefulness, perceived ease of use, behavioral intention to use, and actual system use. Perceived usefulness obtained a composite mean of 3.28, perceived ease of use obtained 3.15, behavioral intention to use obtained 3.30, and actual system use obtained 3.30. The results demonstrate that employees generally recognize the value and usability of PVAO's digital technologies, intend to continue using them, and have incorporated digital systems into regular work activities.

3.3.1 Perceived Usefulness

Perceived usefulness obtained a composite mean of 3.28 (SD = 0.59), interpreted as Agree. The perception that PVAO's digital systems are beneficial received the highest mean of 3.35 (SD = 0.57), followed by enhanced transparency in service delivery at 3.30 (SD = 0.61), faster transactions at 3.28 (SD = 0.62), improved service quality at 3.25 (SD = 0.58), and reduction of errors in processes and transactions at 3.20 (SD = 0.60). The findings indicate that employees recognize digital technologies as beneficial to administrative efficiency, transparency, transaction processing, and public service delivery. The positive assessment indicates that employees recognize practical benefits from digital transformation. This directly supports Davis's (1989) Technology Acceptance Model, which identifies perceived usefulness as one of the strongest determinants influencing users' behavioral intention to adopt and utilize technology. The favorable assessment of transparency also reflects the contribution of digital systems to accountability and transaction visibility, consistent with digital government objectives (Villaseñor, 2024). However, the comparatively lower rating for error reduction suggests continuing opportunities to improve system integration, data accuracy, and process automation, consistent with the importance of institutional alignment and integrated digital processes (Delos Reyes-Urmanita & Moreno, 2024). Overall, the findings support the Technology Acceptance Model developed by Davis (1989) and complement the Organizational Readiness for Change Framework by Weiner (2009), demonstrating that recognition of technological benefits contributes to favorable technology acceptance.

3.3.2 Perceived Ease of Use

Perceived ease of use obtained a composite mean of 3.15 (SD = 0.65), interpreted as Agree. Perception of the systems as user-friendly obtained the highest mean of 3.20 (SD = 0.60), followed by clarity and understandability of procedures at 3.18 (SD = 0.63), ease of learning at 3.15 (SD = 0.65), limited effort required to use the systems at 3.12 (SD = 0.67), and ability to remember system procedures after learning them at 3.10 (SD = 0.70). These results indicate that employees generally find PVAO's digital platforms manageable, although knowledge retention and continued system familiarity may still require improvement. The favorable usability assessment is consistent with the Technology Acceptance Model, where technologies requiring less effort are more likely to be

accepted (Davis, 1989). Clear system procedures can also support adoption and consistent use, as emphasized by Venkatesh et al. (2003). The comparatively lower rating for remembering system procedures indicates a possible need for periodic reinforcement, technical guidance, or simplified procedures, consistent with Treceñe (2021), who emphasized sustained communication and institutional support during technological adaptation. Overall, the findings reinforce perceived ease of use as a significant determinant of technology acceptance (Davis, 1989), while employee perceptions of manageable systems also contribute to collective confidence in successful organizational change, consistent with Weiner (2009).

3.3.3 Behavioral Intention to Use

Behavioral intention to use obtained a composite mean of 3.30 (SD = 0.60), interpreted as Agree. The belief that digital systems are essential to improving PVAO services obtained the highest mean of 3.40 (SD = 0.55), followed by willingness to learn new features and updates at 3.35 (SD = 0.58), intention to continue using digital systems at 3.30 (SD = 0.60), willingness to recommend PVAO's digital systems to others at 3.25 (SD = 0.62), and preference for digital systems over manual processes at 3.22 (SD = 0.65). The findings demonstrate strong willingness among respondents to continue adopting digital technologies. The strong recognition of digital systems as essential to service improvement supports the Technology Acceptance Model, which proposes that perceived usefulness significantly influences continued technology use (Davis, 1989). Employee willingness to learn new system features also demonstrates collective commitment to technological change, consistent with Weiner's (2009) Organizational Readiness for Change Framework. However, the comparatively lower preference for digital systems over manual processes indicates that some traditional procedures may remain relevant during organizational transition. This supports Treceñe (2021), who emphasized the importance of change management, communication, and gradual employee adaptation. Overall, the positive behavioral intention supports the Technology Acceptance Model by Davis (1989) and the Organizational Readiness for Change Framework by Weiner (2009), indicating that employee willingness is an important condition for sustaining digital transformation.

3.3.4 Actual System Use

Actual system use obtained a composite mean of 3.30 (SD = 0.61), interpreted as Agree. Improvement in the timeliness and quality of services received or provided obtained the highest mean of 3.35 (SD = 0.58), followed by regular use of PVAO digital systems at 3.32 (SD = 0.61), integration of digital systems into routine interaction with PVAO at 3.30 (SD = 0.60), reliance on digital systems for transactions or work activities at 3.28 (SD = 0.63), and contribution to smoother workflow and service processes at 3.25 (SD = 0.62). These results demonstrate that digital systems have become integrated into employees' routine organizational activities. The findings indicate that favorable technology perceptions and intentions have translated into observable technology use, consistent with the Technology Acceptance Model, in which actual system use represents the behavioral outcome of acceptance (Davis, 1989). Regular use also supports the proposition that favorable perceptions of usefulness and ease of use contribute to actual utilization (Davis, 1989). The comparatively lower rating for smoother workflow suggests that digital and manual processes may still coexist or that integration requires further improvement. As emphasized by Villaseñor (2024), effective digital transformation requires alignment among technology, organizational processes, and employee practices. Overall, the findings support the Technology Acceptance Model developed by Davis (1989) and the Organizational Readiness for Change Framework of Weiner (2009), demonstrating PVAO's capacity to convert technological resources, employee competencies, and institutional support into practical system utilization.

3.4 Differences in Digital Readiness and Technology Acceptance According to Profile Variables

3.4.1 Position

Rank-and-file respondents obtained a mean of 3.15 (SD = 0.65), while supervisors obtained a slightly higher mean of 3.18 (SD = 0.63). The independent samples t-test showed that this difference was not statistically significant, $t(313) = 1.12$, $p = 0.263$. Thus, position did not significantly affect perceived digital readiness and technology acceptance. The result indicates that operational and supervisory employees generally experience and evaluate PVAO's digital transformation similarly. This may reflect relatively consistent implementation of digital systems across organizational levels. According to Davis (1989), technology acceptance is primarily shaped by users' perceptions of usefulness and ease of use rather than demographic characteristics alone. The result also supports Weiner (2009), who emphasized organizational readiness as a collective property reflecting shared commitment and confidence toward change.

3.4.2 Age

No significant difference was found in digital readiness and technology acceptance according to age, $F(3,311) = 1.84$, $p = 0.141$. Respondents aged 20–30 years obtained the highest mean of 3.17 (SD = 0.64), followed by those aged 31–40 years at 3.16 (SD = 0.66). Respondents aged 41–50 years obtained 3.13, while those aged 51 years and above recorded 3.12 (SD = 0.67). Despite slight differences, age was not a statistically significant factor. The findings suggest that younger employees are not necessarily more receptive to digital technologies than older employees within PVAO. Organizational exposure, workplace experience, training, and institutional mechanisms

may contribute more substantially to technology acceptance. The relative consistency across age groups indicates shared organizational experiences and supports collective participation in digital transformation (Treceño, 2021).

3.4.3 Years of Service

No significant difference was found in digital readiness and technology acceptance according to years of service, $F(3,311) = 1.52$, $p = 0.209$. Employees with less than five years of service obtained the highest mean of 3.18 ($SD = 0.63$), while those with more than 20 years recorded 3.13 ($SD = 0.67$). The results indicate that organizational tenure does not significantly influence employees' perceptions of digital transformation, as both newer and long-serving employees demonstrated comparable levels of readiness and acceptance. These findings suggest that technology acceptance is influenced more by perceived usefulness and ease of use than by demographic characteristics (Davis, 1989; Venkatesh et al., 2003). They also support the view that organizational readiness develops through shared organizational capabilities and collective preparedness rather than individual characteristics (Weiner, 2009). Overall, the findings indicate relatively consistent perceptions of PVAO's digital transformation across employee groups, reinforcing the interconnected roles of organizational readiness and technology acceptance in sustaining digital government initiatives.

3.5 Proposed Strategies to Strengthen Digital Readiness and Technology Acceptance

The findings indicate that PVAO has established favorable foundations for digital transformation but continues to require improvements in institutional support, technical assistance, system integration, data accuracy, transaction monitoring, workflow efficiency, usability, and continuing user adaptation. Because no significant differences were found according to position, age, and years of service, improvement strategies should be implemented institution-wide rather than directed exclusively toward particular demographic groups. The proposed strategic direction is anchored on the Technology Acceptance Model (TAM) of Davis (1989) and Venkatesh et al. (2003), as well as the Organizational Readiness for Change Framework of Weiner (2009). It emphasizes stronger technological infrastructure, employee competence, institutional support, usability, operational performance, user engagement, and long-term sustainability to improve efficiency, transparency, accuracy, responsiveness, and overall public service delivery.

3.5.1 Foundation Strengthening

The first phase addresses the need to improve digital infrastructure and institutional policies. It calls for stronger internet connectivity, improved system stability and reliability, adequate hardware and software across PVAO offices, standardized digital policies, and clearer procedures for system use and technical assistance. These initiatives are intended for short-term implementation within approximately zero to six months. This phase responds directly to the findings on available digital tools and institutional support. Strengthening infrastructure and standardizing policies can establish a stable technological and organizational foundation for consistent implementation across PVAO offices.

3.5.2 Capacity Building

The second phase focuses on employee digital competence through structured training, hands-on workshops, task-based simulations, refresher courses, and micro-learning modules. These initiatives are intended for medium-term implementation within approximately six to twelve months and are designed to improve employee confidence, technical proficiency, adaptation to system updates, and knowledge retention. This phase addresses the comparatively lower assessment of employees' efficient utilization of digital tools. Continuous competency development can help employees translate their willingness to learn and existing digital familiarity into more effective system utilization.

3.5.3 System Optimization

The third phase focuses on perceived ease of use and system integration. Proposed actions include simplifying system interfaces, improving navigation, developing user guides and tutorials, and creating more integrated end-to-end digital processing across organizational units. Implementation is envisioned within approximately six to eighteen months. These measures respond to usability, accessibility, workflow, and interoperability concerns identified in the findings. Improving interfaces and integrating digital processes can reduce fragmentation, minimize duplication, enhance interdepartmental coordination, and improve the overall user experience.

3.5.4 Performance Enhancement

The fourth phase focuses on perceived usefulness and actual system use through stronger automation, validation procedures, error-detection mechanisms, centralized data management, and comprehensive digital transaction tracking. These initiatives are intended for long-term implementation within approximately twelve to twenty-four months. This phase directly addresses concerns regarding error reduction, workflow efficiency, data accuracy, and continuing reliance on manual procedures. Stronger automation and centralized data management can improve the speed, accuracy, reliability, traceability, and practical usefulness of PVAO's digital services.

3.5.5 Institutionalization and Sustainability

The final phase focuses on strengthening behavioral intention and sustaining institutional support through user engagement programs, feedback mechanisms, digital advocacy initiatives, continuous monitoring, evaluation, and ongoing improvement of digital services. These measures are intended for long-term and continuing implementation. Institutionalization is necessary to ensure that digital transformation becomes embedded within PVAO's organizational culture rather than remaining a temporary modernization initiative. Continuous user participation, evaluation, and improvement can maintain employees' commitment to digital systems while allowing PVAO to respond to emerging technological and service-delivery requirements. Collectively, the five phases integrate infrastructure development, human capacity building, system usability, operational performance, and organizational sustainability to support more efficient, accurate, transparent, responsive, and sustainable digital government services.

4. Conclusion & Recommendations

The study concludes that PVAO demonstrates a generally favorable level of organizational readiness and technology acceptance for digital government implementation. The availability of digital tools, employee digital competence, and institutional support were positively assessed, although institutional support requires further strengthening through improved training, technical assistance, policies, and organizational mechanisms. Employees also perceived the digital systems as useful and manageable, expressed willingness to continue using them, and incorporated them into routine work processes. However, fragmented systems, workflow inefficiencies, data inconsistencies, limited transaction tracking, usability concerns, and difficulties experienced by elderly beneficiaries indicate that PVAO's digital transformation remains a continuing process. The absence of significant differences according to position, age, and years of service further indicates that readiness and acceptance are shaped largely by shared organizational conditions rather than demographic characteristics. Overall, PVAO has established a strong foundation for digital government, but sustained improvements in system integration, institutional support, user adaptability, database management, and service accessibility remain necessary to achieve more efficient, accurate, transparent, and inclusive services.

PVAO should strengthen its digital transformation by continuously improving ICT infrastructure, network reliability, system interoperability, and integrated transaction monitoring while institutionalizing regular digital competency training, refresher courses, technical assistance, and employee participation in system enhancement. Digital governance mechanisms should be strengthened through clearer policies, leadership coordination, resource allocation, dedicated technical support, and continuous monitoring and evaluation. Digital systems should also adopt simplified navigation, clearer interfaces, accessible user guides, assisted digital services for elderly beneficiaries, stronger data validation and synchronization, automated workflows, real-time transaction tracking, and mechanisms for gathering user feedback. The Department of National Defense (DND) should support modernization and ICT investments, while the Information and Communications Technology Department (DICT) should provide technical guidance and support for effective digital government implementation. Future researchers should conduct comparable studies in other government organizations and examine additional factors related to organizational preparedness, technology adoption, and digital transformation.

The study is limited by restricted access to technical system information, including performance logs, cybersecurity protocols, and internal audit reports, in compliance with the Data Privacy Act of 2012 (RA 10173). Consequently, system efficiency was assessed primarily through users' perceptions rather than objective technical performance measures. The reliance on self-reported responses may also introduce social desirability bias, while differences in respondents' digital literacy may affect their assessments. In addition, heavy workloads, organizational restructuring, policy changes, and ongoing institutional transitions during the data collection period may have influenced respondents' perceptions.

5. Compliance with ethical standards

The study followed accepted ethical principles for human-participant research. Permission was obtained from the relevant PVAO offices, and respondents were informed of the study's purpose, procedures, voluntary nature, and right to withdraw without penalty. Informed consent was secured, and confidentiality was maintained in accordance with RA 10173 (Data Privacy Act of 2012). Personal identifiers were excluded, data access was restricted to authorized individuals, and respondents' anonymity, privacy, dignity, and welfare were protected. Findings were reported honestly and objectively in accordance with academic integrity and responsible research practices.

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