

## **Transforming governance: Exploring the implementation of e-government initiatives in the Municipality of Malilipot, Albay**

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### **ABSTRACT**

This study examines the implementation of e-government initiatives in the Municipality of Malilipot, Albay, with emphasis on the challenges, perceptions, and strategic responses of local government employees toward digital transformation in governance. As global trends continue to highlight the importance of integrating information and communication technologies (ICT) to enhance public service delivery and citizen participation, local government units (LGUs) in the Philippines strive to align with these innovations. However, resource-constrained municipalities often encounter significant barriers that hinder the effective adoption of e-governance systems. Using a mixed-methods research design, the study integrates quantitative surveys and qualitative interviews to provide a comprehensive assessment of Malilipot's digital governance environment. Findings indicate that inadequate ICT infrastructure, limited financial resources, and insufficient capacity-building programs serve as primary obstacles to successful e-government adoption. Additionally, vague policy directives, inconsistent implementation practices, and uneven digital competencies among personnel further complicate the municipality's digital transformation efforts. Despite these constraints, the study reveals a cautious yet notable optimism among LGU staff, who recognize the potential of e-government to streamline operations, strengthen organizational efficiency, and improve service delivery. To advance Malilipot's digital governance capabilities, the research recommends targeted investments in ICT infrastructure, sustained training and professional development programs, and the formulation of clear and coherent policy frameworks. Strengthening interdepartmental collaboration and enhancing internal communication are also highlighted as essential strategies to close the gap between policy formulation and actual implementation. By addressing these critical areas, the Municipality of Malilipot can enhance its digital governance readiness and contribute to a more sustainable, inclusive, and technology-enabled local development trajectory.

**Keywords:** Digital governance, digital transformation, e-government, ICT infrastructure, local government units, public service delivery.

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## INTRODUCTION

The rapid advancement of digital technology has ushered in a new era of governance in which reliance on traditional methods of service delivery is no longer sufficient to meet the increasing demand for efficiency, transparency, and responsiveness. Public institutions are now expected to adopt systems that align with the evolving needs of society, particularly in developing regions where local government units play a vital role in service delivery. Within this context, digital transformation is not simply an option but a necessity. In the Municipality of Malilipot, Albay, this necessity assumes a personal dimension for the researcher, who has deep roots in the community and professional experience in public service. Through these experiences, the researcher has observed both the potential and the limitations of local governance, which serve as the primary motivation for this study. The research aims to assess the current state of e government implementation in Malilipot and to provide actionable solutions that enhance governance efficiency while improving the well-being of the community.

Information and communication technologies have fundamentally reshaped the interaction between governments and citizens, giving rise to the concept of e government. This approach involves the use of digital systems to improve service delivery, promote transparency, and encourage citizen participation. E government initiatives are essential in streamlining bureaucratic procedures, enhancing accountability, and fostering innovation within public institutions (Bannister and Connolly, 2014). Governments across the world have adopted these technologies to bridge the gap between public services and citizens, recognizing that digitalization represents both a technological and governance imperative. Citizens increasingly expect convenient and immediate access to services such as business registration, civil documentation, tax payments, and public records without the need for physical presence in government offices (United Nations, 2020).

In the Philippines, the pursuit of digital governance has been institutionalized through national policies and programs designed to promote e government adoption. The E Government Master Plan provides a strategic framework for developing an interoperable and citizen centered information and communication technology ecosystem across government agencies (National Economic and Development Authority, 2023). The Ease of Doing Business and Efficient Government Service Delivery Act of 2018 further mandates the streamlining of processes and the integration of digital solutions to reduce bureaucratic delays and strengthen public trust (Republic of the Philippines, 2018). Infrastructure initiatives such as the National Broadband Plan and the Free Wi Fi for All project aim to expand digital access, particularly in rural areas (Department of Information and Communications Technology, 2020). These policies and programs collectively support the advancement of digital governance in the country.

Despite these national efforts, the implementation of e government remains uneven at the local level due to persistent challenges. Local government units often face limitations in technical expertise, financial resources, infrastructure, and digital literacy among employees and constituents (Flor and Flor, 2016). These challenges are more pronounced in geographically and economically disadvantaged regions such as Bicol. As a fourth class municipality, Malilipot reflects the complexity of implementing digital transformation under resource constraints and developmental limitations. In addition to infrastructural issues, resistance to change, bureaucratic inertia, and apprehension toward technological disruption further hinder adoption (Heeks, 2006).

The Municipality of Malilipot has initiated efforts to adopt e government practices, including the digitization of records, the development of online platforms for tax collection and business permits, and the use of social media to disseminate information and engage citizens.

These initiatives demonstrate an awareness of the role of digital tools in improving governance. However, their effectiveness is constrained by gaps in infrastructure, workforce capability, and community readiness. Limited training, inconsistent internet connectivity, and unreliable power supply contribute to the underutilization of digital systems (Coursey and Norris, 2008). These conditions highlight the need for a comprehensive assessment of how e government initiatives are implemented at the local level and how they can be strengthened.

The success of e government initiatives is closely linked to citizen trust and participation. Digital governance involves not only the automation of services but also the creation of an inclusive and participatory environment. Citizens must have confidence in the security, reliability, and responsiveness of digital systems (Carter and Bélanger, 2005). Building this trust requires sustained efforts through digital literacy initiatives, community engagement, and inclusive feedback mechanisms that encourage active participation.

Global experiences offer valuable insights into effective e government implementation. Countries such as Singapore, South Korea, and Estonia demonstrate how integrated digital systems can enhance efficiency, transparency, and accessibility of services (United Nations, 2018). Developing countries such as Rwanda further illustrate that effective digital governance is achievable through strategic planning and collaboration with private sector partners (World Bank, 2019). These cases emphasize that successful e government implementation depends not only on technology but also on institutional commitment and citizen readiness. Many governments have adopted integrated approaches that enable data sharing across agencies, reducing redundancy and improving user experience while strengthening public trust (Janssen and Estevez, 2013).

Within the regional context, the Bicol Region presents both opportunities and challenges for e government implementation. The Bicol Regional Development Plan for 2023 to 2028 identifies information and communication technology as a key driver of inclusive growth and equitable development (National Economic and Development Authority Region V, 2023). However, the impact of these initiatives varies across municipalities, underscoring the importance of localized studies that consider institutional capacity and community conditions.

This study is grounded in the belief that the Municipality of Malilipot can benefit from a structured and sustainable approach to digital transformation. It aims to assess the current implementation of e government initiatives, identify barriers that hinder their effectiveness, and propose strategies that are responsive to local conditions. The significance of this research extends beyond academic contribution, as improvements in public service delivery directly affect the quality of life of residents, particularly marginalized groups who face challenges in accessing services. The findings may also serve as a reference for other local government units with similar contexts, contributing to broader national goals of inclusive and participatory governance.

E government represents a significant shift in the way governance is conceptualized and practiced. It offers the potential to address persistent issues in public administration such as inefficiency, lack of transparency, and limited citizen engagement. However, realizing this potential requires more than technological adoption. It demands political commitment, institutional readiness, active community participation, and a deep understanding of local contexts. This study seeks to bridge innovation and tradition by advancing digital governance in a way that promotes progress while preserving the values that sustain the community.

The implementation of e government initiatives within local government units requires a comprehensive theoretical foundation that captures the complexity of digital governance. This study draws on Diffusion of Innovations Theory, Resource Based Theory, Institutional Theory, and Sustainability Theory to provide a multidimensional framework for analyzing e government implementation in the Municipality of Malilipot, Albay. These theories

collectively explain how innovations are adopted, how resources influence implementation, how institutional pressures shape organizational behavior, and how sustainability can be achieved over time.

Diffusion of Innovations Theory explains how new technologies are adopted within organizations through communication processes and social influence (Rogers, 2003). It highlights the role of perceived benefits, compatibility, and complexity in influencing adoption decisions. In the context of Malilipot, this theory helps explain how employees respond to digital technologies and how early adopters and change agents can facilitate wider acceptance within the local government unit. The presence of advocates and supportive environments can accelerate the diffusion of e government practices and reduce resistance to change.

Resource Based Theory emphasizes the importance of technical, human, and financial resources in achieving successful implementation (Wernerfelt, 1984; Barney, 1991). It underscores that adequate infrastructure, skilled personnel, and sufficient funding are essential for sustaining digital initiatives. In Malilipot, resource limitations remain a significant challenge, making this theory particularly relevant in identifying gaps and guiding strategies for resource optimization that align with local realities.

Institutional Theory focuses on the influence of external pressures, norms, and internal dynamics on organizational behavior (Scott, 2001). It explains how local government units respond to national policies, societal expectations, and technological changes. In Malilipot, the adoption of e government initiatives is shaped by compliance with national mandates as well as internal organizational readiness. This theory provides insight into how institutional forces influence both the adoption and implementation of digital governance practices.

Sustainability Theory highlights the importance of long term viability and continuous improvement in e government initiatives (Kates et al., 2001). It emphasizes the need for ongoing system development, capacity building, and stakeholder engagement to ensure that digital systems remain effective over time. In the context of Malilipot, this theory is essential in addressing the common issue of initiatives that fail after initial implementation due to lack of continuity and support.

The integration of these theoretical perspectives provides a comprehensive framework for analyzing the implementation of e government initiatives in the Municipality of Malilipot, Albay. By examining the interplay between innovation adoption, resource availability, institutional dynamics, and sustainability considerations, the study offers a nuanced understanding of the factors that shape digital governance outcomes. This integrative approach also supports the development of contextually relevant and evidence based recommendations that can enhance public service delivery and strengthen participatory governance at the local level.

### Statement of the problem

This study sought to determine the implementation of e-government initiatives in the Municipality of Malilipot, Albay, to answer the following questions:

1. What are the current infrastructure policies being implemented along technical, human, and financial resources, as assessed by employees in the LGU of Malilipot, Albay?
2. What are the challenges encountered by employees in the implementation of current infrastructure policies in terms of technical, human, and financial resources?
3. What e-government policies, along with technical, human, and financial resources, are introduced and practiced by the LGU of Malilipot, Albay?
4. What is the assessment of employees regarding the implementation of e-government policies in terms of technical, human, and financial resources?

5. What sustainability plan could be designed to sustain the implementation of e-government policies in terms of technical, human, and financial resources?

## METHODOLOGY

This study utilized a mixed-methods research design to examine the implementation of e-government initiatives in the Municipality of Malilipot, Albay. The mixed-methods approach integrates both quantitative and qualitative data to provide a comprehensive understanding of the research problem. Quantitative data were gathered through structured survey questionnaires to assess employees' perceptions regarding infrastructure, policies, and challenges. Meanwhile, qualitative data were obtained through interviews to capture deeper insights into experiences, institutional practices, and implementation issues. This design enabled triangulation of data, enhancing the validity and reliability of the findings.

The study was conducted in the Municipality of Malilipot, Albay, a fourth-class municipality located in the Bicol Region of the Philippines. The locale was selected due to its ongoing efforts in adopting e-government initiatives despite limitations in resources and infrastructure. The municipality serves as an appropriate setting for examining digital governance at the local level, particularly in resource-constrained environments.

The respondents of the study consisted of 70 employees from various departments within the Local Government Unit (LGU) of Malilipot, Albay. These departments included the Planning Office, Agriculture Office, Budget Office, Civil Registry, Accounting Office, Municipal Social Work and Development Office (MSWDO), Bids and Awards Committee (BAC), Municipal Disaster Risk Reduction and Management Office (MDRRMO), Assessor's Office, Treasury Department, Human Resources Office, and Engineering Office. These respondents were selected because of their direct involvement in administrative processes and public service delivery, making them knowledgeable about e-government initiatives.

A stratified random sampling technique was used to ensure fair representation from different departments. The employee population was grouped into strata based on their respective offices, and respondents were randomly selected proportionately from each group.

The respondents varied in terms of position, department, and years of service. A large proportion of employees had 1–3 years of experience, indicating a relatively young workforce, while others had longer tenure, contributing institutional knowledge. This diversity provided a balanced perspective on both adaptability to digital systems and experience in traditional administrative processes.

The study utilized two primary instruments for data collection: a structured survey questionnaire and a semi-structured interview guide. The survey questionnaire was designed to gather quantitative data and consisted of six parts, including the profile of respondents, current infrastructure and policies, challenges in implementation, e-government policies, perceptions of e-government initiatives, and sustainability planning and recommendations. This instrument employed a Likert scale to measure the respondents' perceptions, ensuring consistency, reliability, and ease of analysis. In addition to the questionnaire, a semi-structured interview guide was used to collect qualitative data from a key informant. This allowed the researcher to obtain deeper insights into the implementation challenges, institutional practices, and strategic approaches related to e-government initiatives. Together, these instruments enabled a comprehensive assessment of both measurable trends and contextual experiences relevant to the study.

The data collection process followed a systematic approach. Permission was secured from the concerned authorities before conducting the study.

For the quantitative data, printed questionnaires were distributed to respondents in a proctored setting to ensure accurate and independent responses. The researcher explained the purpose of the study and clarified any questions from respondents.

For the qualitative data, a face-to-face interview was conducted with a key informant. Informed consent was obtained, and the interview was recorded with permission. Field notes were also taken to supplement the recorded data. All ethical considerations, including confidentiality and voluntary participation, were strictly observed throughout the process.

The collected data were analyzed using both quantitative and qualitative methods to ensure a comprehensive interpretation of the findings. For the quantitative analysis, frequency counts and percentages were used to describe the respondents' profiles and summarize their responses. The weighted mean was employed to determine the level of agreement on various indicators related to infrastructure, policies, and perceptions of e-government initiatives. Additionally, ranking was applied to identify the most significant challenges encountered by the respondents. For the qualitative analysis, interview responses were examined using thematic analysis, wherein key themes and patterns were identified, organized, and interpreted to provide deeper insights into the implementation of e-government initiatives. The integration of these analytical methods allowed the study to connect statistical results with real-world experiences, thereby enhancing the depth and validity of the overall findings.

## RESULTS AND DISCUSSION

The results and discussion presented in this study are based on data gathered from 70 respondents who are employees of the local government unit in the Municipality of Malilipot, Albay. The study employed a descriptive research design using survey methodology, wherein data were collected through a structured questionnaire and analyzed using weighted mean, frequency, and percentage distribution. The findings presented in this section are grounded in the empirical data obtained and are interpreted directly in relation to the objectives of the study, particularly in assessing the implementation of e government initiatives, identifying challenges, evaluating policies, and proposing strategies for improvement.

The demographic profile of the respondents provides important context for interpreting the findings. The Treasury Department accounted for the highest representation at 17.14%, followed by the Agriculture Department at 15.71%, indicating that these departments comprise nearly one third of the total respondents and may serve as key stakeholders in digital governance initiatives. Other departments such as Accounting at 11.43%, the Assessor's Office at 10.00%, and Human Resources at 8.57% also contributed significantly, while the Bids and Awards Committee registered the lowest participation at 2.86%. Several departments, including Engineering, the Municipal Disaster Risk Reduction and Management Office, the Registrar, and the Planning Office, each had equal representation at 5.71%. In terms of years in service, 64.29% of respondents had one to three years of experience, while 24.29% had four to six years, resulting in approximately 88.58% of employees having less than six years of service. Only 4.29% had seven to ten years of experience, and 7.14% had more than ten years. This distribution suggests a relatively young workforce with limited institutional memory but with potential adaptability to digital systems. The concentration of employees in key departments and the predominance of newer personnel indicate both opportunities for technological adoption and challenges related to continuity and mentorship, which are critical in the implementation of e government systems.

The assessment of current infrastructure and policies revealed that all six indicators yielded weighted means within the range of 2.84 to 3.19, all interpreted as Neither Agree nor Disagree, with an overall average weighted mean of 3.00. Specifically, technical infrastructure recorded the lowest weighted mean of 2.84, indicating uncertainty regarding the adequacy of

hardware, software, and network systems. This finding supports the observations of Heeks (2006), who noted that insufficient technical infrastructure constrains digital transformation in local governments. Human resources obtained the highest weighted mean of 3.19, yet still within the neutral category, suggesting variability in perceptions of workforce capability, consistent with Gil Garcia and Helbig (2006), who emphasized disparities in human resource capacity across organizations. Financial resources yielded a weighted mean of 2.94, reflecting uncertainty regarding budget sufficiency, which aligns with Bannister and Connolly (2017), who highlighted financial limitations as a barrier to sustaining digital initiatives. Policy clarity received a weighted mean of 3.07, indicating ambiguity in the presence of clear guidelines, consistent with the United Nations (2020) emphasis on coherent policy frameworks. Employee training registered a weighted mean of 2.96, suggesting mixed perceptions of training adequacy, while system updates and maintenance obtained 3.03, indicating uncertainty about regular system improvements. The consistent neutrality across all indicators suggests limited awareness or engagement among employees, supporting the World Bank (2018) assertion that communication and stakeholder involvement are essential for effective digital transformation.

The challenges in e government implementation further reinforce these findings, with an overall weighted mean of 2.81, interpreted as Sometimes. The highest weighted mean was recorded for difficulty in maintaining or upgrading infrastructure at 2.97, followed closely by financial constraints at 2.96, indicating that these issues occur with moderate frequency and significantly affect operations. These findings are consistent with Alampay (2014) and DICT (2022), which identified aging infrastructure and inconsistent connectivity as major barriers in Philippine LGUs, as well as with De Guzman et al. (2017), who highlighted disparities in broadband access. Insufficient technical support and expertise yielded a weighted mean of 2.75, while insufficient training programs recorded 2.72, both interpreted as Sometimes, reinforcing the importance of human capital development as emphasized by Gil Garcia et al. (2016) and the Philippine Information Agency (2025). Technical issues such as system downtime had a weighted mean of 2.80, while lack of funding for updates and maintenance registered 2.91, further demonstrating the interconnected nature of technical and financial constraints. Coordination and communication challenges obtained a weighted mean of 2.78, indicating occasional organizational misalignment, consistent with Weerakkody, Dwivedi, and Kurunanayake (2017), who emphasized the role of internal coordination in digital governance. Notably, resistance to e government adoption recorded the lowest weighted mean of 2.57, interpreted as Rarely, suggesting that employee resistance is not a major barrier and that the workforce is generally receptive to digital transformation.

The evaluation of e government policies showed an overall average weighted mean of 3.00, interpreted as Neither Agree nor Disagree, indicating uncertainty regarding policy effectiveness. The adequacy of technical resource policies recorded a weighted mean of 3.06, while human resource policies obtained 3.07, suggesting moderate but inconclusive perceptions of policy effectiveness. Financial policies and budget allocation registered a weighted mean of 3.00, reflecting uncertainty regarding financial sustainability. Policy communication recorded the lowest weighted mean of 2.91, indicating gaps in information dissemination, consistent with Bertot et al. (2017), who emphasized the importance of transparency and communication in digital governance. Monitoring and evaluation obtained a weighted mean of 2.97, suggesting limited visibility or implementation of evaluation mechanisms, aligning with Dunleavy et al. (2019), Janssen and Estevez (2015), and Misuraca (2015), who highlighted the importance of structured evaluation frameworks. The overall neutrality indicates that while policies exist, they may not be fully internalized or consistently implemented, reflecting gaps in communication, training, and organizational alignment.

Despite these challenges, the overall perception of e government initiatives among employees was positive, with an average weighted mean of 3.87, interpreted as Agree. The indicator on benefits to municipal operations recorded a weighted mean of 3.94, indicating recognition of improved workflows and efficiency. Confidence in future improvement obtained the highest weighted mean of 4.26, interpreted as Strongly Agree, reflecting strong optimism regarding ongoing digital transformation efforts. Satisfaction with current implementation recorded a weighted mean of 3.35, interpreted as Neither Agree nor Disagree, indicating mixed experiences among employees. Improved service delivery obtained a weighted mean of 3.96, interpreted as Agree, suggesting that e government initiatives have contributed positively to public service outcomes. The gap between high confidence in future improvement and moderate satisfaction with current implementation indicates that while progress is recognized, further enhancements are needed to achieve consistent and comprehensive impact.

The proposed strategies for improving technical infrastructure highlight key priorities identified by respondents. Investment in advanced hardware and software was supported by 47 respondents or 67%, indicating a strong demand for modern technological resources. Regular system updates and maintenance, as well as enhanced technical support staff, were each supported by 43 respondents or 61%, emphasizing the need for continuous system management and skilled personnel. Improved data security was supported by 31 respondents or 44%, reflecting awareness of cybersecurity concerns. These findings demonstrate that employees recognize the need for both technological upgrades and sustained maintenance efforts to ensure effective e government implementation.

In terms of human resource development, the most recommended strategy was more frequent training and skill development programs, supported by 51 respondents or 73%, indicating a strong need to enhance digital competencies. Improved inter departmental collaboration and communication was supported by 42 respondents or 60%, while clearer roles and responsibilities were identified by 28 respondents or 54%, highlighting the importance of organizational clarity and coordination. Incentives for employees were supported by 30 respondents or 29%, suggesting that motivation is a secondary concern compared to capacity building and structural improvements. These findings align with national strategies emphasizing workforce development as a critical component of digital transformation.

For financial resources, increased budget allocation for e government projects was supported by 47 respondents or 67%, indicating the need for sustained financial investment. Establishment of funding partnerships with external stakeholders was supported by 35 respondents or 50%, highlighting the importance of collaborative funding mechanisms. Improved financial monitoring and evaluation was identified by 34 respondents or 49%, while more efficient use of existing resources was supported by 25 respondents or 36%, reflecting a balanced approach to financial management that combines resource optimization with increased funding.

Overall, the findings of this study reveal that while the Municipality of Malilipot has made initial progress in implementing e government initiatives, significant gaps remain in infrastructure, human resources, financial capacity, and policy implementation. The neutrality in perceptions of infrastructure and policy effectiveness, combined with moderate challenges and positive overall outlook, indicates that the municipality is in a transitional stage of digital transformation. The results directly address the objectives of the study by identifying current conditions, challenges, and strategic priorities for improvement. These findings contribute to the broader discourse on e-government implementation in local government units by highlighting the importance of integrated strategies that combine technological investment, capacity building, financial sustainability, and institutional strengthening. Furthermore, the study provides a foundation for developing targeted interventions that can enhance the

effectiveness and sustainability of digital governance initiatives, thereby preparing the municipality for more advanced and inclusive public service delivery in subsequent phases of implementation.

## CONCLUSION

This study examined the implementation of e-government initiatives in the Municipality of Malilipot, Albay through a comprehensive analysis of infrastructure, policies, challenges, employee perceptions, and strategic responses. The findings reveal that while the municipality has initiated efforts toward digital transformation, the overall state of implementation remains at a developmental stage characterized by partial readiness and moderate operational progress. The demographic profile of the respondents, particularly the predominance of employees with one to three years of service at 64.29% and a total of approximately 88.58% with less than six years of experience, indicates a workforce that is relatively new and potentially adaptable to digital systems. At the same time, the limited proportion of long-serving employees suggests a gap in institutional memory and mentorship, which may affect the continuity and stability of digital governance initiatives. The concentration of respondents in key departments such as Treasury at 17.14% and Agriculture at 15.71% further underscores the strategic importance of these units in piloting and scaling e-government programs.

The assessment of current infrastructure and policies yielded an overall average weighted mean of 3.00, interpreted as Neither Agree nor Disagree, indicating general uncertainty among employees regarding the adequacy of existing systems and frameworks. The lowest rating for technical infrastructure at 2.84 highlights concerns about the sufficiency of hardware, software, and network systems, while the slightly higher rating for human resources at 3.19 suggests variability in perceived workforce capability. Financial resources at 2.94, policy clarity at 3.07, employee training at 2.96, and system updates and maintenance at 3.03 collectively reflect a pattern of neutrality that points to gaps in awareness, consistency, and implementation. These findings confirm that although foundational elements of e-government exist, they are not yet fully optimized or institutionalized within the municipality.

The challenges encountered in e-government implementation further reinforce these limitations, with an overall weighted mean of 2.81 interpreted as Sometimes. The most prominent challenges include difficulty in maintaining or upgrading infrastructure at 2.97 and financial constraints at 2.96, indicating that technological and budgetary limitations remain critical barriers. Additional concerns such as insufficient technical support at 2.75, inadequate training at 2.72, system issues at 2.80, lack of funding for maintenance at 2.91, and limited coordination at 2.78 suggest that operational inefficiencies are interconnected and require integrated solutions. Notably, resistance to e-government adoption was rated at 2.57 and interpreted as Rarely, indicating that employees are generally open to digital transformation. This finding is particularly significant as it implies that the primary barriers are structural and resource-based rather than attitudinal.

The evaluation of e-government policies resulted in an overall average weighted mean of 3.00, also interpreted as Neither Agree nor Disagree, reflecting uncertainty regarding policy effectiveness and implementation. The indicators for technical resource policies at 3.06, human resource policies at 3.07, financial policies at 3.00, policy communication at 2.91, and monitoring and evaluation at 2.97 collectively suggest that policies are present but not fully internalized or consistently executed. The relatively lower score for policy communication highlights a critical gap in information dissemination, while the neutral rating for monitoring and evaluation indicates limited visibility of performance tracking mechanisms. These findings

demonstrate that strengthening policy clarity, communication, and evaluation processes is essential for enhancing institutional alignment and accountability.

Despite these constraints, the overall perception of e-government initiatives among employees remains positive, with an average weighted mean of 3.87 interpreted as Agree. Employees recognize the benefits of digital systems in improving municipal operations, as reflected in a weighted mean of 3.94, and in enhancing public service delivery, with a weighted mean of 3.96. The strongest indicator, confidence in future improvement at 4.26 interpreted as Strongly Agree, reflects optimism regarding the municipality's digital trajectory. However, satisfaction with current implementation at 3.35 interpreted as Neither Agree nor Disagree indicates that existing systems have not yet achieved consistent effectiveness. The disparity between high confidence in future development and moderate satisfaction with current implementation underscores the need for targeted interventions to bridge this gap.

The proposed strategies for improving e-government implementation provide a clear direction for addressing identified challenges. In terms of technical infrastructure, the most strongly supported recommendation is investment in advanced hardware and software, endorsed by 67% of respondents, followed by regular system updates and maintenance and enhanced technical support staff, each supported by 61%, and improved data security supported by 44%. These findings indicate the need for both technological modernization and continuous system management. For human resources, the emphasis on more frequent training and skill development programs supported by 73% of respondents highlights the critical importance of capacity building. This is complemented by recommendations for improved interdepartmental collaboration at 60%, clearer roles and responsibilities at 54%, and incentives for employees at 29%, reflecting the need for both skill enhancement and organizational alignment. In terms of financial resources, increased budget allocation supported by 67% of respondents emerges as the most critical strategy, followed by the establishment of funding partnerships at 50%, improved financial monitoring and evaluation at 49%, and more efficient use of existing resources at 36%. These recommendations emphasize the importance of sustainable funding, strategic resource management, and accountability in supporting digital transformation.

Integrating these findings, it is evident that the successful implementation of e-government initiatives in the Municipality of Malilipot requires a comprehensive and coordinated approach that addresses technical, human, financial, and institutional dimensions. The study underscores the importance of conducting a comprehensive ICT audit to identify infrastructure gaps and guide strategic investments, establishing an interdepartmental digital governance task force to enhance coordination, expanding digital services through integrated platforms, implementing continuous capacity building programs to strengthen workforce competence, and institutionalizing sustainability measures within the municipality's planning processes. These recommendations are directly derived from the empirical findings and reflect the practical needs and priorities identified by LGU employees.

In conclusion, the study demonstrates that while Malilipot has taken initial steps toward digital governance, significant efforts are still required to achieve a fully functional and sustainable e-government system. The findings contribute to the broader understanding of digital transformation in resource constrained local government settings by highlighting the interplay between infrastructure, resources, policies, and organizational readiness. By addressing the identified gaps and implementing the recommended strategies, the Municipality of Malilipot can enhance its digital governance capacity, improve public service delivery, and contribute to the advancement of inclusive and participatory governance. These insights provide a strong foundation for future research and policy development, as well as a practical guide for other local government units seeking to navigate similar challenges in the pursuit of digital transformation.

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