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Navigating digital transformation in the Bureau of Jail Management and Penology (BJMP): A Technology Acceptance Model and Institutional Theory Analysis of the Roadmap

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Abstract

Aim: This study examined the implementation of enterprise information systems in the Bureau of Jail Management and Penology (BJMP) and assessed their acceptance using the Technology Acceptance Model (TAM). Institutional Theory was also applied to identify the organizational components and resources required to support a sustainable digitalization strategy.

Methodology: The study employed a descriptive mixed-methods research design that integrated quantitative survey data and qualitative insights from documentary analysis and focus group discussions involving thirty-three ICT personnel assigned nationwide. Data were collected using a structured survey questionnaire, analysis of organizational documents, and focus group discussions to triangulate findings related to enterprise information systems and digitalization initiatives.

Results: The findings revealed that BJMP personnel generally accepted the existing enterprise information systems in terms of perceived usefulness, ease of use, trust, and technology awareness. However, several implementation challenges were identified, including poor internet connectivity, limited IT personnel, insufficient technological equipment, and budget constraints for system maintenance and development.

Conclusion: The study identified key institutional components and resources necessary for successful digital transformation in BJMP, including technology infrastructure, internet connectivity, cybersecurity, leadership support, financial resources, staff training, and equipment. These findings informed the development of the BJMP Digitalization Roadmap 2029–2034 and demonstrate that the integration of the Technology Acceptance Model and Institutional Theory provides a useful framework for guiding ICT adoption and digital transformation strategies in government institutions.

Keywords: *digital transformation, enterprise information systems, Technology Acceptance Model, institutional theory, e-governance*

INTRODUCTION

The rapid advancement of digital technologies has transformed governance systems worldwide, enabling governments to deliver more efficient, transparent, and citizen-centered public services. Digital transformation in the public sector is driven by the adoption of cloud computing, artificial intelligence (AI), big data analytics, and cybersecurity frameworks, which support data-driven decision-making and intelligent governance. As a result, governments in both developed and developing countries are investing in digital platforms, interoperable enterprise systems, and secure ICT infrastructure to improve service delivery and institutional performance. This is supported by Latupeirissa et al. (2024), who found that digital transformation enhances efficiency, citizen engagement, and accountability, while also requiring institutional adaptation and responsible use of AI and data technologies.

In the Philippines, the E-Government Master Plan drives digital transformation by promoting integrated information systems and intelligent governance platforms to modernize public sector operations. It envisions a more agile, transparent, and citizen-centric government through the strategic use of enterprise systems and emerging digital technologies. This aligns with Idrus et al. (2024), who highlight that e-governance platforms, mobile

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applications, and data analytics are reshaping public services by enhancing accessibility, responsiveness, and transparency.

Within this context, the Bureau of Jail Management and Penology (BJMP) has implemented several enterprise information systems to improve administrative and operational processes. These include the Single Carpeta System, Remittance and Tax Monitoring System on Dependents (RTMSD), Real-Time Mode of Releasing Payslips and Pay Data Cards (RTMRPP), Regular Tracking and Monitoring System for Performance-Based Bonus (RTMSPBB), Fugitive Management Information System (FMIS), Human Resource Information System (HRIS), Database on Jail Infrastructure, and the Electronic Time Allowance Calculator (e-TAC). These systems aim to enhance data management, personnel monitoring, and service efficiency within correctional facilities. This is true in the study of Castillo et al. (2025), who developed an SDG-driven Visitor Management and Monitoring System for BJMP Baliwag Municipal, demonstrating that QR code–based registration and real-time data access improve productivity, transparency, and security, aligning with SDG 16 on peace, justice, and strong institutions.

However, despite the adoption of these digital platforms, several critical ICT challenges remain. These include limited system interoperability, inadequate ICT infrastructure, cybersecurity vulnerabilities, fragmented data governance, and poor integration of digital platforms across units. Correctional institutions also face unique constraints related to security, data privacy, and operational risks, requiring more robust and secure ICT architectures. These challenges are consistent with the findings of Djatmiko et al. (2025) who identify digital literacy gaps, infrastructure limitations, and institutional barriers as key issues, emphasizing the need for multi-stakeholder approaches and alignment with SDG 16 on strong institutions.

Furthermore, contemporary issues in ICT such as cybersecurity threats, cloud-based governance systems, automation, and AI-driven public services are not yet fully integrated into correctional digital systems. The lack of advanced digital governance frameworks and intelligent system adoption limits the full potential of enterprise information systems in achieving sustainable digital transformation.

Although previous studies have examined technology adoption using the Technology Acceptance Model (TAM), there is limited research that integrates user acceptance with institutional capacity and ICT infrastructure readiness in correctional institutions. Existing literature also gives less attention to enterprise system architecture, interoperability, and cybersecurity preparedness in complex government settings. This gap is mentioned by Latupeirissa et al. (2024) who identify key challenges such as weak knowledge management, limited citizen-centric design, issues in big data governance and responsible AI, resistance to change, and increasing cybersecurity risks.

Thus, this study addresses this research gap by integrating the Technology Acceptance Model (TAM) and Institutional Theory to assess the level of acceptance of enterprise information systems, identify ICT-related challenges, and determine the institutional and technological requirements necessary for developing a sustainable digitalization roadmap for the BJMP.

This study contributes to digital governance by providing a strategic and system-oriented framework that supports ICT infrastructure development, enhances system integration, and strengthens institutional readiness for digital transformation in correctional institutions.

Review of Related Literature and Studies

The Technology Acceptance Model (TAM) is one of the most widely used frameworks for understanding user acceptance of information systems. It explains how perceived usefulness and perceived ease of use influence individuals' intention to adopt technology. Numerous studies have demonstrated that TAM effectively predicts technology adoption across various sectors, including government institutions and digital governance systems. As noted by Bochmann and Moryson (2025), TAM is a well-established and validated model grounded in the Theory of Reasoned Action, emphasizing perceived usefulness (PU) and perceived ease of use (PEOU) as key determinants of behavioral intention and actual system use.

Recent studies, such as Pareja (2025), analyze the digitalization and AI policies of the Philippine government and indicate that digital transformation remains in a foundational stage, supported by national AI strategies, political commitment, and ongoing service digitalization. These studies further highlight that technology acceptance in the public sector is influenced not only by usefulness and ease of use, but also by trust, cybersecurity awareness, user experience, and system reliability, particularly in e-government platforms. They emphasize that user acceptance alone is insufficient without adequate ICT infrastructure and strong institutional support.

In the digital government, recent literature underscores the importance of enterprise information systems integration, cloud-based platforms, and interoperable digital architectures in improving public service delivery.

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Modern ICT research also highlights the role of cybersecurity frameworks, data governance policies, and intelligent information systems in ensuring the sustainability of digital transformation initiatives.

Institutional Theory complements TAM by explaining how organizational structures, policies, and resources influence technology adoption and implementation. It emphasizes that digital transformation is shaped not only by individual acceptance but also by institutional capacity, leadership support, regulatory frameworks, and resource availability.

Recent studies indicate that successful digital transformation requires alignment between technological capability and institutional readiness, including financial resources, skilled personnel, ICT infrastructure, and governance mechanisms. In government settings, failure to integrate these elements often leads to fragmented systems, low utilization, and unsustainable initiatives. This is reflected in Athira and Sajeev (2023), who demonstrated that a Jail Management System can improve efficiency by digitizing prisoner records, sentence tracking, work schedules, and earnings management.

Despite these advancements, existing literature reveals several gaps. Most studies focus primarily on user acceptance without adequately addressing system interoperability, enterprise architecture integration, cybersecurity preparedness, and ICT infrastructure limitations. Additionally, there is limited research focusing on correctional institutions, where digital transformation presents unique operational and security challenges.

Synthesis

Based on the reviewed literature, it is evident that while technology acceptance has been extensively studied, there remains a lack of integrated research that combines: user acceptance (TAM), institutional capacity (Institutional Theory) and ICT infrastructure and system architecture.

Furthermore, limited studies have examined enterprise information systems in correctional institutions, particularly in terms of interoperability, cybersecurity readiness, and digital governance frameworks.

Thus, this study addresses these gaps by developing a comprehensive digitalization roadmap that integrates technological, institutional, and infrastructural dimensions to support sustainable digital transformation in the BJMP.

Theoretical Framework

To complement the Technology Acceptance Model (TAM), this study applies Institutional Theory to explain how organizational structures, policies, and resources influence the adoption and sustainability of enterprise information systems in the Bureau of Jail Management and Penology (BJMP). Institutional Theory posits that organizations adopt formal structures such as standard operating procedures, policies, memorandum circulars, and governance mechanisms in response to institutional pressures rather than purely economic considerations (David et al., 2019). In this study, Institutional Theory is used to examine how internal and external factors—such as leadership support, ICT infrastructure, cybersecurity policies, and resource allocation—shape the implementation of digital systems within BJMP. It provides a framework for understanding how digital transformation initiatives are institutionalized through formal policies and organizational practices.

In parallel, TAM is utilized to assess personnel acceptance of enterprise information systems based on perceived usefulness, ease of use, trust, and technology awareness. The integration of TAM and Institutional Theory enables the study to capture both the behavioral dimension (user acceptance) and the organizational dimension (institutional capacity and governance) of digital transformation. This combined application highlights that successful digitalization is not solely dependent on user acceptance but also on the presence of supportive institutional structures, adequate resources, and robust ICT infrastructure. Consequently, the use of both theories ensures that the proposed digitalization strategy is not only accepted by users but also effectively implemented and sustained within the organizational and technological context of BJMP.

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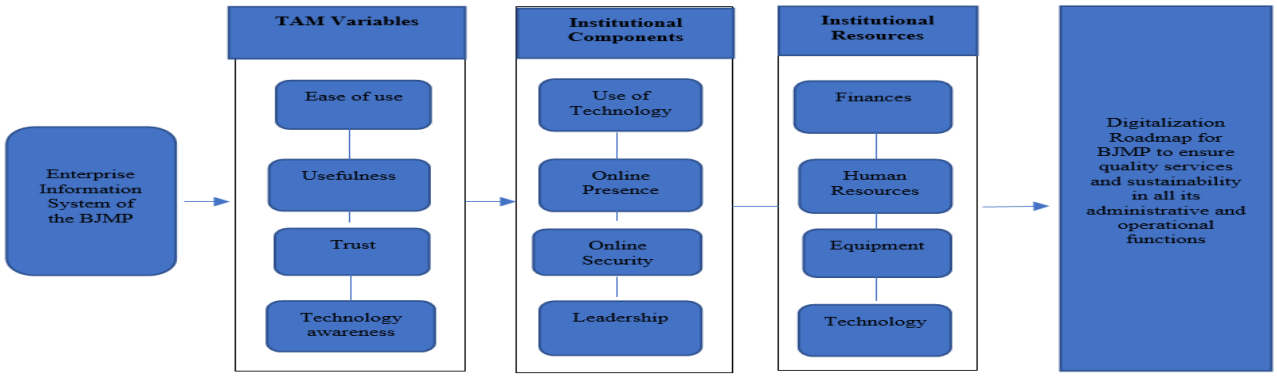
Conceptual Framework

Figure 1: *Conceptual Framework*



The framework illustrates how the Enterprise Information System of the BJMP is evaluated through the Technology Acceptance Model (TAM) variables—ease of use, usefulness, trust, and technology awareness—which influence personnel acceptance and actual system utilization. Trust and technology awareness, as extensions of TAM, strengthen its ability to explain system adoption, particularly in complex and high-risk environments (Adnan et al., 2025). In the BJMP context, when personnel perceive the system as useful, easy to use, secure, and are adequately trained, they are more likely to accept and effectively use the system.

This individual-level acceptance is supported by Institutional Theory through key institutional components shown in the framework, including use of technology, online presence, online security, and leadership. These components represent the organizational environment that enables or constrains system implementation. For example, reliable ICT infrastructure and strong cybersecurity enhance system trust, while leadership support drives policy implementation and system integration (Malik et al., 2025). Furthermore, the framework highlights institutional resources—finances, human resources, equipment, and technology—as critical inputs that sustain digital transformation. These resources ensure that systems are properly implemented, maintained, and continuously improved.

Overall, the framework reflects a socio-technical system where successful BJMP digitalization depends on the alignment of TAM variables (user acceptance) and institutional factors (organizational capacity). When both are present, they lead to the development of a comprehensive digitalization roadmap that supports quality service delivery and sustainability in administrative and operational functions. Conversely, weak institutional support may limit system adoption despite positive user acceptance.

Statement of the Problem

The rapid advancement of digital technologies has significantly transformed the delivery of public services through the implementation of enterprise information systems and digital governance platforms. Government institutions increasingly rely on information and communication technologies (ICT) to improve operational efficiency, transparency, and service delivery. In the Philippines, national initiatives such as the Philippine Digital Strategy and the E-Government Master Plan promote the digital transformation of government agencies through the adoption of integrated information systems and digital platforms.

The Bureau of Jail Management and Penology (BJMP) has initiated several digitalization programs aimed at modernizing administrative and operational processes. These include enterprise information systems designed to improve data management, personnel monitoring, financial processing, and operational coordination across jail facilities. Despite these initiatives, several challenges remain in the implementation and effective utilization of these digital systems. These challenges include limited ICT infrastructure, inadequate internet connectivity, shortage of information technology personnel, insufficient equipment, and limited financial resources for system maintenance and upgrades.

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Moreover, the successful implementation of enterprise information systems depends not only on technological infrastructure but also on the level of acceptance of these systems by end users. Personnel acceptance, technological awareness, and organizational support play a critical role in determining whether digital transformation initiatives can be successfully institutionalized within government agencies.

Given these challenges, there is a need to assess the level of acceptance of existing enterprise information systems within the BJMP using the Technology Acceptance Model (TAM), identify the technical and organizational challenges affecting their implementation, and determine the institutional components and resources required to support a sustainable digital transformation strategy. The results of this study will serve as the basis for developing a comprehensive digitalization roadmap for the BJMP that strengthens ICT infrastructure, enhances information system utilization, and supports efficient digital governance in correctional institutions.

Research Objectives

General Objective

To develop a digitalization roadmap for the Bureau of Jail Management and Penology based on the assessment of enterprise information system acceptance, implementation challenges, and institutional requirements for digital transformation.

Specific Objectives

1. To evaluate the level of acceptance of existing enterprise information systems in the Bureau of Jail Management and Penology in terms of:
   a. perceived usefulness
   b. perceived ease of use
   c. perceived trust
   d. technology awareness
2. To analyze the challenges and concerns encountered in the implementation of enterprise information systems in the Bureau of Jail Management and Penology.
3. To identify the institutional components necessary for implementing an effective digitalization strategy.
4. To determine the institutional resources required to support the digital transformation initiatives of the Bureau of Jail Management and Penology.
5. To design a strategic digitalization roadmap that will guide the long-term development and implementation of enterprise information systems in the Bureau of Jail Management and Penology.

Research Questions

1. What is the level of acceptance of enterprise information systems among Bureau of Jail Management and Penology personnel in terms of:
   a. perceived usefulness?
   b. perceived ease of use?
   c. perceived trust?
   d. technology awareness?
2. What challenges and concerns are encountered in the implementation of enterprise information systems in the Bureau of Jail Management and Penology?
3. What institutional components are necessary for the effective implementation of a digitalization strategy in the Bureau of Jail Management and Penology?
4. What institutional resources are required to support the digital transformation initiatives of the Bureau of Jail Management and Penology?
5. What digitalization roadmap can be developed to strengthen enterprise information systems and support sustainable digital governance in the Bureau of Jail Management and Penology?

Methodology

Research Design

This study utilized a descriptive mixed-methods research design, integrating both quantitative and qualitative approaches (Creswell, 2013) to provide a comprehensive analysis of enterprise information system (EIS)

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adoption in the Bureau of Jail Management and Penology (BJMP). Mixed-methods research combines quantitative measurement of user acceptance with qualitative exploration of system implementation and organizational factors, enabling a more holistic understanding of digital transformation.

The use of a mixed-method ICT research design is justified by the need to examine both: (1) behavioral acceptance of enterprise systems using Technology Acceptance Model (TAM) variables, and (2) technical and institutional conditions, such as ICT infrastructure, system integration, and governance challenges, which cannot be fully captured through quantitative data alone.

The study focuses on BJMP enterprise information systems operating within a distributed ICT environment, consisting of interconnected systems across national, regional, and jail units. These systems include platforms for personnel management, financial monitoring, and operational data processing, supported by network infrastructure, databases, and hardware resources.

Population and Sampling

Random sampling was employed to select survey respondents based on internet accessibility, considering the varying ICT connectivity across BJMP units nationwide.

For the qualitative component, thirty-three (33) ICT personnel assigned nationwide participated in the Focus Group Discussions (FGDs). These participants were purposively selected due to their technical expertise and direct involvement in enterprise information systems, ensuring relevant and informed insights.

Research Instruments

The study utilized three research instruments to ensure data triangulation:

1. Survey Questionnaire – a researcher-developed instrument administered via Google Forms
2. Focus Group Discussion (FGD) Protocol – for clarification purposes and triangulation to gather qualitative insights
3. Documentary Analysis – review of institutional records, policies, and system reports

The survey questionnaire consisted of five parts, demographic profiles, TAM variables (ease of use, usefulness, trust, technology awareness), challenges, institutional components and institutional resources. The instrument underwent validation by subject-matter experts, and reliability testing yielded a high Cronbach's alpha (≥0.70), indicating strong internal consistency.

Data Collection Procedures

Data collection was conducted in three phases to ensure comprehensive analysis and data triangulation. First, a structured survey questionnaire was administered through Google Forms using a 5-point Likert scale to measure Technology Acceptance Model (TAM) variables and system-related factors. Second, Focus Group Discussions (FGDs) were conducted via Zoom to gather in-depth insights on system usability, ICT infrastructure challenges, and digital transformation requirements. Third, documentary analysis was performed by reviewing relevant records, including memorandum circulars, ICT policies, and system reports, to validate and support the findings. This multi-source approach ensured methodological triangulation, thereby enhancing the validity and reliability of the study.

Treatment of Data

Quantitative Analysis

Quantitative data were analyzed using SPSS, applying descriptive statistics such as mean and standard deviation to summarize the responses. Reliability analysis using Cronbach's alpha was conducted to assess the internal consistency of the measurement scales. For interpretation of results, the mean scores were categorized using a five-point scale, where 4.50–5.00 was interpreted as strongly agree (very high), 3.50–4.49 as agree (high), 2.50–3.49 as neutral (average), 1.50–2.49 as disagree (low), and 1.00–1.49 as strongly disagree (very low).

Qualitative Analysis

The Focus Group Discussions (FGDs) were conducted to obtain in-depth qualitative insights into the implementation of enterprise information systems in the Bureau of Jail Management and Penology (BJMP). A total of thirty-three (33) ICT personnel from various BJMP units nationwide participated in the FGDs, selected based on their direct involvement and technical knowledge of the systems. The discussions were conducted virtually via Zoom to accommodate participants from different geographical locations and ensure accessibility.

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A semi-structured discussion guide was used, questions focused on system usability, user acceptance, ICT infrastructure challenges, cybersecurity concerns, and the institutional components and resources required for digital transformation. Each session was facilitated by the researcher, ensuring that all participants were given the opportunity to share their perspectives. The discussions were recorded with participants' consent and later transcribed for analysis.

The collected qualitative data were analyzed using thematic analysis, where responses were coded and grouped into recurring themes to identify key issues and patterns. The FGDs findings were then triangulated with survey results and documentary analysis to ensure consistency and strengthen the validity of the study.

Documentary Analysis

Institutional documents were reviewed to corroborate quantitative and qualitative findings. The integration of these analyses ensured a comprehensive socio-technical evaluation of enterprise information systems.

Ethical Considerations

Ethical standards were strictly observed throughout the study. Participants provided informed consent, and all responses were treated with confidentiality and used solely for research purposes. A formal request was submitted to the appropriate authority to access institutional documents. Additional data privacy and security measures were implemented, including data anonymization, secure storage, restricted access to documents, and compliance with the Data Privacy Act and ICT security protocols, ensuring responsible handling of sensitive information.

Results and Discussion

This section presents the relevant results and analysis relative to the research questions of this study.

1. Assessment on the Level of Acceptance of the Existing Enterprise Information System

Table 1: *Mean of the TAM Variables*

Variables	Mean Value	Interpretation
Perceived Usefulness	4.39	Agree
Perceived Ease of Use	4.00	Agree
Perceived Trust	4.094	Agree
Technology Awareness	3.948	Agree
Grand Mean	4.108	Agree

Table 1 presents the mean scores of the TAM variables. Perceived usefulness obtained the highest mean (4.39), followed by perceived ease of use (4.00), perceived trust (4.094), and technology awareness (3.948). The grand mean of 4.108 indicates that respondents generally agree, suggesting that BJMP personnel perceive the enterprise information systems as useful, reliable, and easy to use. This finding is consistent with studies showing that systems perceived as easy to use and interactive enhance user experience and increase technology acceptance (Mishra et al., 2021).

2. Perceived challenges and concerns relative to the implementation of the enterprise information system in BJMP.

The study identified several challenges in the implementation of enterprise information systems in BJMP. These include poor internet connectivity, issues with the Single Carpeta System, cybersecurity threats, lack of system integration, limited budget for repair and maintenance, inadequate equipment, slow procurement processes, shortage of IT personnel, technical issues, and unaligned processes and policies. Studies in developing countries report similar issues, such as unreliable infrastructure, outdated technologies, and siloed systems that are difficult to integrate, which complicate system deployment and maintenance (Saran, 2025).

The FGDs results further highlight unstable connectivity, insufficient Information and Communication Technology (ICT) infrastructure, cybersecurity risks, and limited technical expertise. These indicate that digital

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transformation in BJMP is constrained not only by limited resources but also by structural ICT issues such as fragmented systems and inconsistent infrastructure across units. These findings support Molines-Siniguian et al. (2026), which explains that public institutions often operate within fragmented policies and governance structures, leading to institutional silos that hinder system integration and coordination.

Additionally, the lower mean score in technology awareness and the predominance of non-IT personnel suggest gaps in digital skills, limiting effective system use and increasing reliance on technical staff. Overall, the findings emphasize the need to strengthen ICT infrastructure, improve system integration, enhance cybersecurity, and develop personnel capability to ensure sustainable system implementation.

3. Institutional Components of the Digitalization Strategy

Table 2: *Mean of the Institutional Components*

Institutional Components	Mean Value	Interpretation
Use of Technology	4.217	Agree
Internet Connectivity	4.372	Agree
Online Security	4.135	Agree
Leadership	4.232	Agree
Grand Mean	4.239	Agree

Table 2 presents the mean scores of the institutional components. Internet connectivity has the highest mean (4.372), followed by leadership (4.232), use of technology (4.217), and online security (4.135), with an overall mean of 4.239 interpreted as agree. This indicates that BJMP personnel consider these components essential in institutionalizing enterprise information systems.

The findings highlight the critical role of internet connectivity, as supported by the FGD results, where participants emphasized that system performance depends on stable and reliable access. Overall, effective digital transformation requires strong ICT infrastructure, reliable connectivity, secure systems, and leadership support, reflecting an interdependent ICT environment. This aligns with Jia et al. (2023), who identified reliable ICT infrastructure as the foundation of digital transformation, and Timotheou et al. (2022), who emphasized the role of leadership in aligning strategy, resources, and implementation.

4. Needed Institutional Resources of the Digitalization Strategy

Table 3: *Mean of the Institutional Resources*

Institutional Resources	Mean Value	Interpretation
Finances	4.258	Agree
Staff Training/human resources	4.410	Agree
Equipment	4.419	Agree
Technology	4.393	Agree
Grand Mean	4.37	Agree

Table 3 presents the mean scores of institutional resources. Equipment has the highest mean (4.419), followed by staff training/human resources (4.410), technology (4.393), and finances (4.258), with an overall mean of 4.37 interpreted as agree. This indicates that BJMP personnel recognize all four resources as essential for adopting and sustaining enterprise information systems.

The results emphasize the importance of equipment and technology in supporting ICT operations, as supported by the FGD findings, where participants emphasized the need for adequate resources and proper training.

The successful digital transformation depends on the alignment of financial, human, and technological resources. Without sufficient investment, infrastructure, and capability building, systems may remain underutilized

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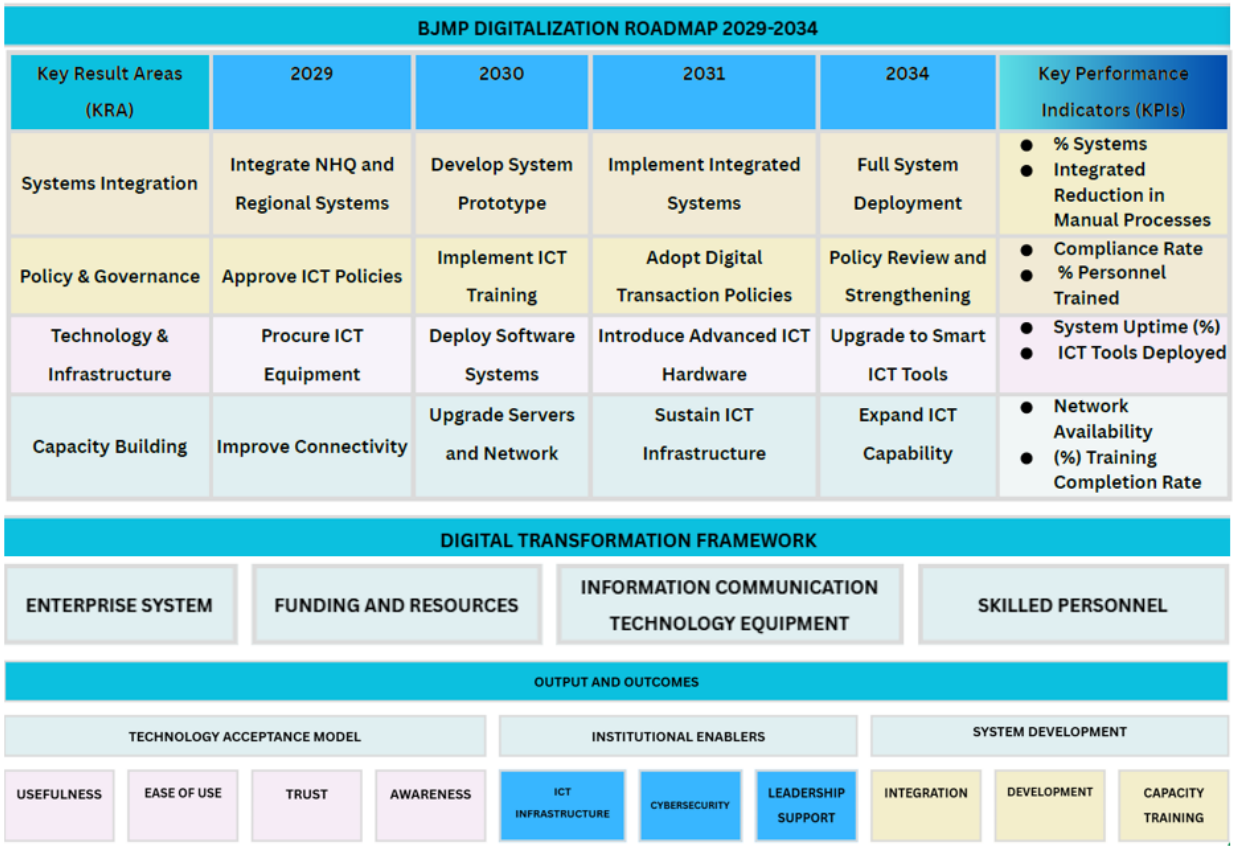
(Hendrawan et al., 2024). This is consistent with Abdullah et al. (2025), who emphasized that ICT training and capacity building are critical in translating technology investments into actual performance gains**.**

5. Digitalization roadmap for the Bureau of Jail Management and Penology

Figure 2: *BJMP Digitalization Roadmap*



The figure 2 presents the BJMP Digitalization Roadmap (2029–2034) alongside the supporting Digital Transformation Framework, showing both the implementation plan and its theoretical basis. The roadmap outlines a phased approach across key result areas—systems integration, policy and governance, technology and infrastructure, and capacity building—progressing from initial system integration and ICT development to full deployment and advanced digital capability, with KPIs used to monitor performance. The framework explains the foundation of this roadmap by integrating Technology Acceptance Model (TAM) variables (usefulness, ease of use, trust, and awareness), institutional enablers (ICT infrastructure, cybersecurity, and leadership), and institutional resources (finances, human resources, equipment, and technology). Together, these elements reflect a socio-technical approach, where successful digital transformation in BJMP depends on both user acceptance and organizational capacity. Thus, the roadmap operationalizes the framework by translating these factors into concrete strategies, timelines, and measurable outcomes for sustainable digitalization.

Conclusion

The findings of this study indicate that the enterprise information systems implemented in the Bureau of Jail Management and Penology are generally accepted by personnel, as reflected in the high mean values of the Technology Acceptance Model variables, including perceived usefulness, perceived ease of use, perceived trust, and technology awareness. These results demonstrate that digital systems implemented within the bureau are capable of supporting administrative efficiency and improving service delivery in correctional management.

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Despite this positive level of acceptance, the study also identified several challenges affecting the effective implementation of enterprise information systems. These include limited internet connectivity, insufficient technological equipment, shortage of information technology personnel, and financial constraints related to system maintenance and infrastructure development. These factors highlight the need for stronger ICT infrastructure and institutional support mechanisms to sustain digital transformation initiatives within the bureau.

The study further revealed that key institutional components such as technology infrastructure, internet connectivity, online security, and leadership support play a critical role in the successful implementation of digital systems. Likewise, institutional resources including financial support, staff training, equipment availability, and technological upgrades are essential for ensuring the sustainability of enterprise information systems.

By integrating the Technology Acceptance Model and Institutional Theory, the study provides a comprehensive framework for understanding the adoption and institutionalization of digital systems within government organizations. The results of this study served as the basis for the development of the BJMP Digitalization Roadmap 2029-2034, which aims to strengthen enterprise information systems and support the long-term digital transformation of correctional institutions**.**

Recommendations

The Bureau of Jail Management and Penology may enhance the acceptance and utilization of enterprise information systems by strengthening digital awareness and technical competence among personnel through training programs, technical workshops, and the use of digital learning materials such as instructional videos and online modules.

The bureau may also address the identified challenges affecting the implementation of enterprise information systems by improving internet connectivity, upgrading technological equipment, and increasing the number of qualified information technology personnel assigned to system development and maintenance.

Institutional stakeholders and government policymakers may consider allocating additional financial resources to support the development, maintenance, and integration of enterprise information systems in the BJMP. Increased investment in ICT infrastructure may help ensure the sustainability and security of digital governance initiatives.

BJMP management may prioritize the integration of technology infrastructure, cybersecurity measures, and leadership support in the implementation of digital transformation strategies to strengthen institutional capacity and ensure efficient digital service delivery.

Future researchers may further examine additional external variables influencing technology acceptance, such as user experience, professional training, educational background, and risk perception. Future studies may also explore emerging technological trends, including advanced digital platforms and integrated ICT infrastructures, to further improve digital transformation strategies in correctional institutions.

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