

VOLUME 1

ISSUE 2

JULY-SEPTEMBER

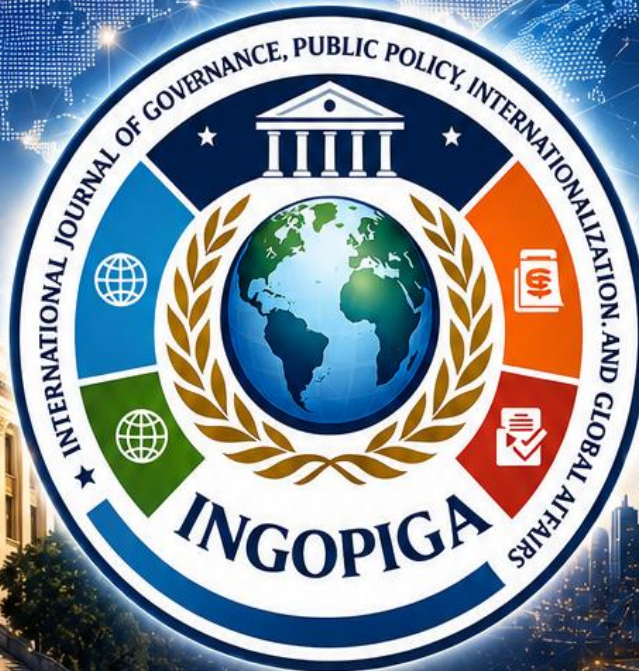
2026



Print ISSN: 3116-4919



Electronic ISSN: 3116-4927



INGOPIGA

International Journal of Governance,
Public Policy, Internationalization,
and Global Affairs

A Quarterly Peer-Reviewed
International Research Journal



GOVERNANCE



PUBLIC POLICY



INTERNATIONALIZATION



GLOBAL AFFAIRS



ETHICS & LEADERSHIP

PUBLISHED BY

ETCOR

EDUCATIONAL RESEARCH CENTER



GLOBAL
PERSPECTIVES



QUALITY
RESEARCH



ETHICAL
PUBLICATION



EDUCATIONAL
EXCELLENCE



The e-government of the Polytechnic University of the Philippines System: An analytical framework for public value creation

Norie L. Maniego

Polytechnic University of the Philippines, Open University System, Sta. Mesa, Manila, Philippines
Corresponding Author email: nlmaniego@pup.edu.ph

Received: 30 June 2026

Revised: 30 July 2026; 03 August 2026; 06 August 2026; 08 August 2026

Accepted: 08 August 2026

Available Online: 09 August 2026

Volume 1 (2026), Issue 2, P-ISSN – 3116-4919; E-ISSN - 3116-4927

<https://doi.org/10.63498/ingopiga7>

Abstract

Aim: This study evaluated the e-government system of the Polytechnic University of the Philippines (PUP), focusing on its Student Information System (SIS) and Human Resource Information System (HRIS). Using the updated DeLone and McLean Information Systems Success Model, the study examined system quality, information quality, service quality, trust in e-government, client satisfaction, and public value creation. It also explored how trust and client satisfaction mediate the relationship between e-government and public value creation, providing insights relevant to digital governance and institutional service delivery.

Methodology: A mixed-methods research design was employed using survey questionnaires and interviews. Data were collected from 2,139 respondents composed of faculty members, students, and employees from the Polytechnic University of the Philippines (PUP) Main Campus and various branches and campuses. Descriptive and inferential statistical analyses, including regression and mediation analysis using the IBM SPSS Statistics version 21 and Process Macro v4.2 by Andrew F. Hayes, were performed to examine the relationships among the study variables.

Results: The findings revealed that respondents positively evaluated the system quality, information quality, and service quality of both the SIS and HRIS. High levels of trust in e-government and client satisfaction were likewise observed. The results further demonstrated that e-government significantly influences public value creation both directly and indirectly through trust and client satisfaction, confirming the partial mediating roles of these variables. Improvements in the quality, reliability, responsiveness, usability, and security of the SIS and HRIS enhance users' trust, increase satisfaction, and strengthen perceptions of public value.

Conclusion: The study contributes to both theory and practice by proposing an analytical framework for evaluating public value creation through e-government in state universities. The findings provide evidence that strengthening digital governance systems enhances institutional effectiveness, promotes stakeholder trust and satisfaction, and supports more responsive, transparent, and value-driven public service delivery. The framework may serve as a useful reference for governance reform, institutional strengthening, and the continuous improvement of e-government initiatives in higher education institutions.

Keywords: *public value creation, e-government, system quality, service quality, information quality, trust in e-government, client satisfaction*

INTRODUCTION

Globally, the digital transformation of public institutions has emerged as a key element of governance change. Public universities in developing nations are using e-government technologies more frequently to improve citizen confidence, efficiency, and transparency. Also, the use of information and communications technology (ICT) has transformed the way the government delivers services, engages with the people, and creates public value. Researchers argue that the use of digital technologies in public administration is not just about administrative modernization but also about creating public value in terms of accountability, inclusiveness and creativity (Maragno et al., 2021).

The Organization for Economic Co-operation and Development (OECD) Digital Government Index (DGI) emphasizes the need for governments to have coherent, human-centered digital strategies to deliver smarter



International Journal of Governance, Public Policy, Internationalization, and Global Affairs (INGOPIGA)

P - ISSN: 3116-4919; E - ISSN: 3116-4927

PRC-CPD Accredited Provider:
PTR-2025-749

National Book Development Board
Registration as Book Publisher
(Print & Digital): 6312

services and build trust across borders. It highlights the importance of open government data policies, interoperability, and citizen-centric approaches as the basis for sustainable governance (OECD, 2026). Also, the United Nations e-Government Development Index (EGDI) displayed major changes worldwide, with nations investing in ICT infrastructure and Artificial Intelligence to enhance inclusiveness and attain Sustainable Development Goals. (UN DESA, 2024). Singapore led the Southeast Asian countries with the highest EGDI of 0.9691, followed by Thailand (0.8351) and Malaysia (0.8110). The EGDI for the Philippines, however, stood at 0.7621 in 2024. EGDI ranking ranged from "middle" to "high" for the Philippines between 2008 and 2014 (United Nations, 2024).

The implementation of e-governance in higher education enhances the engagement of students and teachers in attaining excellent education by offering innovative communication methods, novel educational delivery systems, and improved information and service dissemination. State Universities and Colleges (SUCs) in the Philippines use e-government to deliver public services to internal and external stakeholders. These state-owned universities spend money on ICT to enhance their operations and procedures to boost stakeholder participation, efficiency, and transparency across all SUCs. In addition, the use of e-government in SUCs requires a sound analytical framework that addresses the aspects of public value creation. A systematic approach is needed to assess the contribution of e-government to these goals and identify the barriers in the adoption of ICTs.

According to MacLean and Titah (2021), despite the dominance of efficiency in research, there is a growing recognition of the need to assess e-government in terms of citizen trust and legitimacy, not just transactional outcomes. The shift is due to the effect of Public Value Management (PVM) which emphasizes accountability and citizen-centric governance. Also, there is a mismatch between the global discourse that is increasingly embracing PVM and the Philippine context where efficiency-driven narratives dominate (Andaya et al., 2025).

In this context, the Polytechnic University of the Philippines (PUP), one of the largest state universities in the Philippines, serves as a critical case study for understanding how e-government initiatives can strengthen governance in higher education. While the immediate focus is on the Philippine setting, the findings of this study extend beyond national boundaries. They provide insights into how public universities—functioning as state-funded organizations—can leverage digital platforms to enhance transparency, efficiency, and citizen trust, thereby contributing to broader governance reforms in developing countries (OECD, 2026).

Finally, the implications of this research are relevant to the broader objectives of international governance and sustainable initiatives. Digital governance transformations in higher education provide an important advancement towards Sustainable Development Goal 16, which emphasizes the creation of strong institutions, justice, and peace. This research provides insights to guide policy changes in other developing nations by demonstrating how trust and satisfaction influence the generation of public value in PUP's e-government framework. It underscores the importance of creating digital public infrastructure that is inclusive, interoperable, and robust, which is increasingly recognized as fundamental to government institutions.

Review of Related Literature and Studies

E-government makes information and services available 24/7, which improves citizen service delivery and business-to-citizen transactions. Implementation of e-government generates benefits like streamlined and cost-effective dissemination of information, knowledge, and services to stakeholders, cost savings, enhanced interactions between government entities and citizens, improved productivity and efficiency of governmental agencies, superior service delivery and citizen satisfaction, heightened transparency, diminished corruption, enhanced governmental management, improved quality of life, and the cultivation of trust between governments and citizens

Zhang et al. (2022) used the Public Value E-Government Adoption Model (PVEGAM) with six key determinants of public value in e-government. The research discussed that higher quality information (accuracy, timeliness, relevance), effective service delivery, user-centric design, operational efficiency, transparency (openness), and prompt feedback (responsiveness) all contribute to greater public value. Importantly, the study found that the public value created by e-government services strongly predicts citizens' intention to adopt and use these services. Another significant piece of literature in public value theory is the work of Thabit and Sancino (2023) on Public Value(s) Governance (PVsG). According to them, multi-actor collaboration of private entities, civil society, and government is needed to solve societal problems which is important in creating public benefit. The PVsG paradigm highlights the role of public officials in balancing value, operational capability, and legitimacy. It is both a strategic process because it requires leadership, resources and legitimacy, and a normative process that requires societal values such as accountability, transparency, equity and justice. Mazzucato and Ryan-Collins (2022) argued that public value creation of the government shifts from "market fixer" to "market shaper" because the government ought to actively plan, direct, and co-create markets to be in line with public goals. The state is at the forefront of innovation

75



International Journal of Governance, Public Policy, Internationalization, and Global Affairs (INGOPIGA)

P - ISSN: 3116-4919; E - ISSN: 3116-4927

PRC-CPD Accredited Provider:
PTR-2025-749

National Book Development Board
Registration as Book Publisher
(Print & Digital): 6312

and social change, hence, reframing public value as a fundamental economic concept rather than a corrective mechanism.

Trust in e-government is directly influenced by information quality, service quality and actual use. Trust in e-government predicts public value and it mediates the relationship between the quality dimensions and the public value of e-government (Abdulkareem & Mohd Ramli, 2022). Kaur and Kaur (2025) investigated the influence of service quality, citizens' trust and public value on citizens' participation. It was found that service quality influences citizens' participation. Positive perception about service quality fosters trust and enhances the public value that citizens receive. It also revealed that trust leads to increased participation as compared to public value. Pham et al. (2023) examined the complex relationships between e-government service quality, perceived value, citizen satisfaction, and loyalty. This research found that e-government can create value for citizens by improving service quality, particularly through trustworthiness and fulfillment, which in turn enhances satisfaction and builds loyalty. The findings suggest that governments should prioritize creating trustworthy e-government services that fulfill citizen expectations to generate positive perceived value. Moreover, Qatawneh et al. (2024) examined the mediating role of e-trust and e-satisfaction in the relationship between e-service quality and e-loyalty. It was observed that e-trust and e-satisfaction partially mediate the relationship between the quality of e-service and e-loyalty. Citizen satisfaction in the context of e-government is the collective assessment of the performance of the e-government system based on their experiences with the quality of e-government services (Suresh et al., 2021). The study of Mei and Zheng (2024) found that both public and private values mediate the relationship between e-government services and people's trust in the organization. It revealed that private benefits play a significant mediating role. Sadiq et. al. (2026) found that perceived transparency is a significant mediating variable between e-government service quality and citizen trust in public institutions. The Structural Equation Modelling (SEM) analysis showed that transparency is what makes reliable digital services build institutional trust. The study Noor et al. (2025) found that the use of digital services enhances transparency which fosters trust in the organization. Institutional trust was revealed to be the strongest factor that affects citizens' satisfaction. The study also confirmed that satisfaction is not simply a function of service quality but rather is mediated by trust developed through transparent governance.

Despite global advancements in digital governance, the implementation of e-government continues to face significant barriers. One challenge in the delivery of e-government services is inadequate ICT infrastructure and internet connectivity (Androniceanu et al., 2022). A robust and reliable internet connection is essential to facilitate efficient information sharing and create accessible channels for effective service delivery.

Although previous studies have examined e-government service quality, trust, satisfaction, and public value independently, limited research has integrated these constructs within public higher education institutions. Existing studies primarily focus on national government agencies or citizen-centered services. Moreover, few studies investigate the mediating roles of trust and client satisfaction using the IS Success Model and Public Value Theory simultaneously. These gaps provide the rationale for the present investigation.

Theoretical Framework

The theory of Public Value Management asserts that the creation of public value is contingent upon the presence of the three components of the Strategic Triangle: operational capabilities, strategic aims and values, and legitimacy and support. This is to help public managers to diagnose their environments and identify opportunities for creating value (Moore, 2025).

In formulating the survey instrument, the IS success Model provided clear dimensions for e-government, such as information quality, service quality, system quality, user satisfaction, and net benefits. These variables were translated into the technical and functional performance of the e-government system. System quality is assessed based on its accessibility, ease of use, and reliability. Indicators of the quality of information include timeliness, ease of understanding, and completeness/content, whereas assurance, empathy, and responsiveness were employed to evaluate the quality of services. In addition, Moore's Public Value Framework resulted in the identification of contracts that were associated with societal outcomes such as trust and client satisfaction. Trust refers to the confidence in the use of e-government that is dependable, transparent, and precise, while users' satisfaction pertains to the satisfaction and fulfillment experienced in using the online platforms. Client satisfaction and trust serve as drivers of public value creation.

E-government serves as the independent variable and is evaluated through system quality, information quality, and service quality. Net benefits are assessed using the concept of public value, as outlined in Moore's Strategic Triangle. The creation of public value is the study's dependent variable. Trust and client satisfaction act as

76



mediating variables. The effectiveness of e-government initiatives should be judged by user satisfaction when considering public value. Trust is included as a mediating variable because a reduction in trust can negatively affect public value creation. Additionally, achieving desired outcomes—measured by client satisfaction—can enhance public value. Therefore, both trust and client satisfaction are used as mediators in this research. Considering the two adopted theories in the study, the Information System Success Model expounds how the quality and performance of the e-government system influence users' experience. While Mark Moore's Public Value Theory discusses how these experiences and outcomes may contribute to public value creation. Thus, the theories are used not merely as bases for identifying the study variables and constructing the research instrument, but more significantly as analytical lenses for interpreting and explaining such empirical findings of the study.

Conceptual Framework

Researchers and management stakeholders at PUP are constantly interested in learning more about the utilization of the SIS and HRIS. This demonstrates how valuable the systems are and how they may be used to create value for students, faculty members, and employees. This underscores the value of the systems and can guide decisions regarding SIS and HRIS.

This study's conceptual framework is grounded in the revised IS Success Model by DeLone and McLean (2003). The study focused on evaluating e-government through information systems success metrics, specifically system, information, and service qualities.

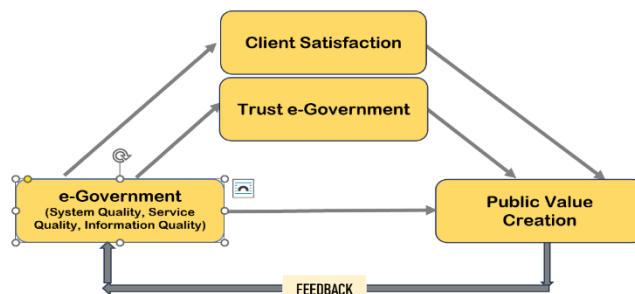


Figure 1. Conceptual Framework of the Study

The success of e-government in delivering public benefits can be undermined by a decline or loss of trust. Individuals are more predisposed to adopt PUP's objectives, perceive it as reliable, and feel a sense of identification and belonging if they trust the institution and its administration. Furthermore, the successful implementation of PUP's e-government initiatives from a public value perspective should be evaluated according to higher user satisfaction indicators. Understanding and investigating user satisfaction is crucial for the officials of PUP to fulfill the students', teachers', and employees' expectations, hence attaining optimal satisfaction. It is important to attain higher user satisfaction levels in order to create value for the institutions. Also, high-quality systems—characterized by reliability, usability, and accuracy—cultivate trust, which in turn fosters administrative efficiency and improved service delivery, which in turn creates value for the institutions.

Statement of the Problem

The increasing complexity of public higher education, driven by expanding student populations, diversified academic programs, and growing stakeholder expectations, has intensified the need for effective digital governance in State Universities and Colleges (SUCs). As public institutions, SUCs are expected to deliver efficient, transparent, accessible, and accountable services through information and communications technology (ICT). While e-government initiatives such as the Student Information System (SIS) and Human Resource Information System (HRIS) have been widely implemented to improve administrative and academic service delivery, there remains limited empirical evidence regarding their contribution to public value creation within public higher education institutions. In particular, little is known about how system quality, information quality, service quality, trust in e-government, and client satisfaction interact to influence public value creation. Addressing this gap is essential for strengthening institutional governance, improving public service delivery, and guiding evidence-based digital transformation initiatives. Accordingly, this study examined the e-government system of the Polytechnic University of the Philippines (PUP) in relation to public value creation and proposed an analytical framework that may support governance improvement in public higher education institutions.



International Journal of Governance, Public Policy, Internationalization, and Global Affairs (INGOPIGA)

P - ISSN: 3116-4919; E - ISSN: 3116-4927

PRC-CPD Accredited Provider:
PTR-2025-749

National Book Development Board
Registration as Book Publisher
(Print & Digital): 6312

Research Objectives

General Objective:

To evaluate the e-government system of the Polytechnic University of the Philippines (PUP), particularly the Student Information System (SIS) and Human Resource Information System (HRIS) and determine their influence on public value creation through the mediating roles of trust in e-government and client satisfaction.

Specific Objectives:

1. To assess the quality of PUP's e-government systems in terms of system quality, information quality, and service quality.
2. To determine the levels of trust in e-government, client satisfaction, and public value creation among the respondents.
3. To examine the direct and indirect effects of e-government on public value creation through trust in e-government and client satisfaction as mediating variables.
4. To identify the challenges encountered in the implementation and utilization of the Student Information System (SIS) and Human Resource Information System (HRIS).
5. To develop an analytical framework for enhancing public value creation through e-government in the Polytechnic University of the Philippines.

Research Questions:

1. What are the respondents' evaluations of the Student Information System (SIS) and Human Resource Information System (HRIS) in terms of system quality, information quality, and service quality?
2. What are the respondents' levels of trust in e-government, client satisfaction, and public value creation?
3. What are the direct and indirect effects of e-government on public value creation through trust in e-government and client satisfaction as mediating variables?
4. What challenges are encountered in the implementation and utilization of the Student Information System (SIS) and Human Resource Information System (HRIS)?
5. What analytical framework can be proposed to enhance public value creation through e-government in the Polytechnic University of the Philippines?

Hypothesis

H1: E-government system quality, information quality, and service quality significantly influence trust in e-government.

H2: E-government system quality, information quality, and service quality significantly influence client satisfaction.

H3: Trust in e-government significantly influences public value creation.

H4: Client satisfaction significantly influences public value creation.

H5: Trust in e-government significantly mediates the relationship between e-government and public value creation.

H6: Client satisfaction significantly mediates the relationship between e-government and public value creation.

METHODOLOGY

Research Design

This study employed an explanatory sequential mixed-method design in which quantitative survey data were gathered first followed by the gathering of qualitative data through interviews to explain the statistical results. This study uses this design to holistically assess e-government's public value in the PUP system. Quantitative data (surveys) measure the respondents' assessment of service quality, trust, and satisfaction across a large sample. Qualitative data (interviews) add depth by revealing contextual challenges, user experiences, and institutional dynamics. Also, descriptive and inferential statistics were used to examine e-government in PUP, the relationships between e-government indicators and trust in e-government and client satisfaction; and to identify if trust and client satisfaction mediate the relationship between e-government and public value creation.



International Journal of Governance, Public Policy, Internationalization, and Global Affairs (INGOPIGA)

P - ISSN: 3116-4919; E - ISSN: 3116-4927

PRC-CPD Accredited Provider:
PTR-2025-749

National Book Development Board
Registration as Book Publisher
(Print & Digital): 6312

Population and Sampling

A total of 2,139 respondents participated in the study, comprising 1,202 respondents from the PUP Main Campus and 937 respondents from various branch campuses. The respondents consisted of faculty members, students, and employees selected through stratified sampling followed by convenience sampling to maximize response rates.

For the qualitative data, there were 5 students, 2 Directors from Branches and Campuses, 2 employees, 3 faculty members, and 2 personnel from the Information and Communication Technology Office (ICTO) who were chosen using convenience sampling. These participants were selected because of their availability and knowledge and experience in the use of the Student Information System (SIS) and Human Resource Information System (HRIS) of the Polytechnic University of the Philippines (PUP).

Instruments

The survey questionnaire served as the primary data collection tool for this study. The researcher-developed questionnaire was formulated using relevant literature and studies. Two survey questionnaires were created: the SIS questionnaire for students and faculty members, and the HRIS questionnaire for faculty members and employees. The Director of the Information and Communication Office (ICTO) of the Polytechnic University of the Philippines, a faculty member and an employee were asked to validate the questionnaire to ensure that the instrument measures what it is supposed to measure to guarantee its quality.

Cronbach's Alpha values revealed that the SIS-related scales—system quality (six items, $\alpha=0.929$), service quality (six items, $\alpha=0.909$), and information quality (six items, $\alpha=0.907$)—all showed excellent reliability. Similarly, the trust in e-government scale (four items, $\alpha=0.944$), client satisfaction scale (three items, $\alpha=0.908$), and public value creation scale (nine items, $\alpha=0.957$) also displayed high levels of reliability, each classified as "excellent." Overall, all scales were found to be highly reliable and demonstrated excellent internal consistency. The HRIS questionnaire results indicated that the system quality scale (six items, $\alpha=0.926$), service quality scale (six items, $\alpha=0.898$), and information quality scale (six items, $\alpha=0.858$) demonstrated reliability. System quality items are deemed "excellent," whereas service quality and information quality elements are considered "good." The trust in e-government scale, comprising four items ($\alpha=0.948$), the customer satisfaction scale, consisting of three items ($\alpha=0.893$), and the public value creation scale, containing nine items ($\alpha=0.942$), were determined to be reliable. Indicators for trust in e-government and public value generation are deemed "excellent," whereas indicators for client satisfaction are considered good.

Exploratory factor analysis was performed using principal component analysis with varimax rotation. The Kaiser-Meyer-Olkin (KMO) measure of sampling adequacy is 0.984 for SIS questionnaire and 0.976 for HRIS questionnaire, suggesting that the data are highly suitable for factor analysis. Additionally, the strength of the correlations was evaluated using the Bartlett Test of Sphericity, which yielded statistically significant results, as the calculated p-value of 0.0001 is below the 0.05 significance threshold for both SIS and HRIS questionnaires, hence affirming the factorability of the correlation matrix and its appropriateness for factor analysis.

Data Collection

Primary data was used as the source of information which were gathered through the use of the researcher-made questionnaire that was distributed through Google form and face to face. Interview for the personnel of ICTO, selected Campus Directors, staff, faculty members, and students was conducted. The primary data collection was conducted from June 15, 2024, to August 13, 2024. Semi-structured interviews were conducted based on the availability of the participants. These interviews were conducted after the tabulation of the statistical results.

Treatment of Data

To facilitate analysis and interpretation, the questionnaire responses were summarized and tabulated, employing frequency and percentages, weighted mean, and regression particularly, mediation analysis using IBM SPSS Statistics version 21 and Process Macro v4.2 by Andrew F. Hayes.

Reflexive thematic analysis using NVIVO 15 was used to analyze the results of the interviews that were conducted. Reflexive thematic analysis is a flexible and iterative way to uncover and study relevant patterns in qualitative data. Related codes are put together to make themes, which help the researcher find more complex patterns of meaning to complement the quantitative results.



Ethical Considerations

The researcher sought the approval of the PUP Ethics Committee before the conduct of the survey to check the conformity to ethical standards like the voluntary participation of the participants, informed consent and compliance with the Data Privacy Act of 2012. An ethical clearance was issued before the conduct of the survey.

The data gathering through survey questionnaire and interview were conducted in accordance with ethical protocols to ensure that the rights and welfare of the respondents were protected. Respondents were guaranteed anonymity by putting their names optional and no contact details were obtained. To further ensure the protection given to the respondents, confidentiality procedures were implemented where the researcher has the only access with the raw data and the findings were reported in aggregate form to prevent individual identification. Moreover, participants were informed that their participation is voluntary and they can withdraw from the study anytime. All data were securely stored in a digital file.

RESULTS AND DISCUSSION

This part examines respondents' perceptions of PUP's e-government, focusing on the SIS and HRIS, trust in e-government, client satisfaction, and the provision of public value.

Table 1.

Respondents' Assessment of the e-Government (SIS and HRIS) of PUP

e-Government Indicators	Student Information System (SIS)		Human Resource Information System (HRIS)	
	Mean	Verbal Interpretation	Mean	Verbal Interpretation
System Quality	3.96	Agree	4.13	Agree
Service Quality	3.86	Agree	4.13	Agree
Information Quality	4.03	Agree	4.19	Agree

Respondents agreed on system quality, service quality, and information quality of the e-government of PUP such as the SIS and HRIS. The system quality of SIS obtained a mean rating of 3.96 while 4.13 for HRIS. Respondents also agreed on the service quality and information quality displayed by SIS and HRIS. Accordingly, the systems are reliable, easy to use, and responsive to the needs of the students, faculty members, and employees at times, however, users experience downtime using the online services due to weak internet connection and old ICT infrastructure. According to Yahaya and Ditsa (2024), technological factors influence the implementation of online platforms like Human Resource Information Systems (HRIS). It was found that high system quality—characterized by reliability, ease of use, and accessibility—was a significant factor in successful HRIS implementation. Also, adequate IT infrastructure (hardware, software, and network capabilities) was essential for the effective deployment and use of HRIS. The study concluded that technological factors, particularly system quality and IT infrastructure, play a vital role in the successful implementation of HRIS in public sector organizations. The authors recommend that organizations invest in robust technological resources and continuous user training to maximize the benefits of HRIS.

Table 2.

Respondents' Assessment of Trust, Satisfaction and Public Value of e-Government (SIS and HRIS) of PUP

Indicators	Student Information System (SIS)		Human Resource Information System (HRIS)	
	Mean	Verbal Interpretation	Mean	Verbal Interpretation
Trust in e-government	3.96	Agree	4.06	Agree
Satisfaction	3.96	Agree	4.12	Agree
Public Value	4.07	Agree	4.25	Agree

Respondents are satisfied with the SIS and HRIS services provided to faculty members, students, and employees. The high levels of client satisfaction with both the SIS (mean=3.96) and HRIS (mean 4.12) demonstrate the systems' effectiveness in streamlining academic and administrative processes, saving users time and effort, and



International Journal of Governance, Public Policy, Internationalization, and Global Affairs (INGOPIGA)

P - ISSN: 3116-4919; E - ISSN: 3116-4927

PRC-CPD Accredited Provider:
PTR-2025-749

National Book Development Board
Registration as Book Publisher
(Print & Digital): 6312

providing accessible, reliable information. Also, respondents exhibit trust in the SIS (mean=3.96) and HRIS (mean=4.06). The implementations of the SIS and HRIS are successful in spite of their limitations. The trust and satisfaction conveyed by students, faculty members, and employees toward the implementation of SIS and HRIS at PUP demonstrate the principles of Public Value Management in action. These results depict that online platforms like SIS and HRIS are not only functionally effective but also contribute to the increased public value for PUP. The successful implementation is not only measured by technical performance but also by the extent to which significant value is created for PUP's stakeholders.

Table 3.

Effects of Trust in e-Government on the Relationship Between e-Government (SIS) and Public Value Creation

Hypothesis	Coefficient (β)	t-statistics	p-value	LLCI	ULCI	Conclusion
H1: e-Government to Trust in e-Government	0.8876	58.1358	0.0001	0.8577	0.9176	Significant
H2: e-Government to Public Value Creation	0.5492	26.1635	0.0001	0.508	0.5904	Significant
H3: Trust in e-Government to Public Value Creation	0.3356	17.9379	0.0001	0.2989	0.3723	Significant
H4: e-Government to Public Value Creation (Mediating Role of Trust in e-Government)	0.2979	---	---	0.2444	0.3522	Significant

The results indicate that e-government ($\beta = .8876$, $p=.0001$) has a statistically significant relationship with trust. This result is in accordance with hypothesis 1 (H1) prediction in the table. Also, there is support for the significance of the proposed relationship between e-government and public value creation ($\beta = .5492$, $p=.0001$), thus supporting the significance of hypothesis 2 (H2). Table 3 also presents the effect of trust in e-government on public value creation. It shows that trust in e-government ($\beta = .3356$, $p = 0.0001$) exerts significant influence on public value creation. This finding is consistent with hypothesis 3 (H3). It is also presented in Table 3 that trust partially mediates the relationship between e-government and public value. The results provided the bootstrapped confidence intervals (95%). If zero (0) lies within the range of the Lower Limit Confidence Interval (LLCI) and Upper Limit Confidence Interval (ULCI), then there is no mediation (Preacher & Hayes, 2004). However, since zero is not in the range of the Lower Limit Confidence Interval (LLCI=.2444) and Upper Limit Confidence Interval (ULCI=.3522), then mediation exists. The results confirm that trust acts as the partially mediating variable between e-government and public value creation, thus supporting hypothesis 4 (H4). The findings are consistent with the results of the study made by Hooda et al. (2023) that trust in e-government is a critical mediator between quality factors and users' intentions to adopt or continue using e-government services. Trust reduces perceived risk and uncertainty, thereby encouraging greater system use and future adoption. For e-government initiatives to succeed and deliver public value, governments must prioritize not only technical and informational excellence but also cultivate user trust through reliable, accurate, and user-friendly services. Trust is fundamental to the success and sustainability of digital government services, mediating the effects of quality and satisfaction on adoption, and ultimately facilitating greater public value creation.

Table 4.

Effects of Client Satisfaction on the Relationship Between e-Government (SIS) and Public Value Creation

Hypothesis	Coefficient (β)	t-statistics	p-value	LLCI	ULCI	Conclusion
H1: e-Government to Client Satisfaction	0.8989	63.1954	0.0001	0.871	0.9268	Significant
H2: e-Government to Public Value Creation	0.5216	23.5649	0.0001	0.4782	0.565	Significant



International Journal of Governance, Public Policy, Internationalization, and Global Affairs (INGOPIGA)

P - ISSN: 3116-4919; E - ISSN: 3116-4927

PRC-CPD Accredited Provider:
PTR-2025-749

National Book Development Board
Registration as Book Publisher
(Print & Digital): 6312

H3: Client Satisfaction to Public Value Creation	0.3621	18.0471	0.0001	0.3228	0.4015	Significant
--	--------	---------	--------	--------	--------	-------------

H4: e-Government to Public Value Creation (Mediating Role of Client Satisfaction)	0.3255	---	---	0.2673	0.3805	Significant
---	--------	-----	-----	--------	--------	-------------

Mediation analysis revealed that e-government significantly predicts client satisfaction ($\beta = .8989$, $p = 0.0001$). The result supports hypothesis 1 prediction in Table 4. Moreover, there is a significant relationship between e-government and public value creation ($\beta = .5216$, $p = .0001$), thus, hypothesis 2 (H2) is supported. Table 4 also presents the effect of client satisfaction on public value creation. It shows that client satisfaction ($\beta = .3621$, $p = 0.0001$) has a significant effect on public value creation. This finding is consistent with hypothesis 3 (H3). Also, it is shown in Table 4 that client satisfaction partially mediates the relationship between e-government and public value. The results provided the bootstrapped confidence intervals (95%). Since zero is not in the range of the Lower Limit Confidence Interval (LLCI=.2673) and Upper Limit Confidence Interval (ULCI=.3805), then mediation exists. The results show that client satisfaction appears to be a partially mediating variable between e-government and public value creation, thus supporting hypothesis 4 (H4). Pham et al. (2023) examined the complex relationships between e-government service quality, perceived value, citizen satisfaction, and loyalty in the context of Vietnam as a newly emerging country. E-government can create value for citizens by improving service quality, particularly through trustworthiness and fulfillment, which in turn enhances satisfaction and builds loyalty. Governments should prioritize creating trustworthy e-government services that fulfill citizen satisfaction to generate positive perceived value.

Table 5.

Effects of Trust in e-Government on the Relationship Between e-Government (HRIS) and Public Value Creation

Hypothesis	Coefficient (β)	t-statistics	p-value	LLCI	ULCI	Conclusion
H1: e-Government to Trust in e-Government	0.866	24.6908	0.0001	0.797	0.935	Significant
H2: e-Government to Public Value Creation	0.7462	16.1378	0.0001	0.6553	0.8372	Significant
H3: Trust in e-Government to Public Value Creation	0.1918	4.4947	0.0001	0.1079	0.2757	Significant
H4: e-Government to Public Value Creation (Mediating Role of Trust in e-Government)	0.1661	---	---	0.0375	0.2919	Significant

Table 5 shows that e-government ($\beta = .866$, $p = .0001$) has a statistically significant relationship on trust. This result is in accordance with hypothesis 1 (H1) prediction in the table. In addition, e-government significantly affect public value creation ($\beta = .7462$, $p = .0001$), thus hypothesis 2 (H2) is supported. The effect of trust in e-government to public value creation is significant ($\beta = .1918$, $p = 0.0001$) and consistent with hypothesis 3 (H3). It is also presented in Table 5 that trust partially mediates the relationship between e-government and public value. The results confirm that trust acts as the partially mediating variable between e-government and public value creation, thus supporting hypothesis 4 (H4). The results show that zero is not in the range of the Lower Limit Confidence Interval (LLCI=.0375) and Upper Limit Confidence Interval (ULCI=.2919). The findings are supported by the study of Dmour (2021) that there is a significant positive relationship between satisfaction with e-government services and public trust in government. Effective e-government initiatives can help rebuild trust by increasing transparency, reducing corruption, and engaging citizens in policy processes. Enhancing the quality and accessibility of e-government services is essential for strengthening public trust, particularly in environments where trust in government institutions is generally low. It concluded that greater satisfaction with e-government services leads to higher public trust, and that e-government can be a powerful tool for fostering transparency, accountability, and citizen engagement in governance.



International Journal of Governance, Public Policy, Internationalization, and Global Affairs (INGOPIGA)

P - ISSN: 3116-4919; E - ISSN: 3116-4927

PRC-CPD Accredited Provider:
PTR-2025-749

National Book Development Board
Registration as Book Publisher
(Print & Digital): 6312

Table 6.

Effects of Client Satisfaction on the Relationship Between e-Government (HRIS) and Public Value Creation

Hypothesis	Coefficient (β)	t-statistics	p-value	LLCI	ULCI	Conclusion
H1: e-Government to Client Satisfaction	0.9405	32.3455	0.0001	0.8833	0.9977	Significant
H2: e-Government to Public Value Creation	0.572	10.7117	0.0001	0.467	0.677	Significant
H3: Client Satisfaction to Public Value Creation	0.3619	7.3495	0.0001	0.265	0.4587	Significant
H4: e-Government to Public Value Creation (Mediating Role of Client Satisfaction)	0.3403	---	---	0.2172	0.4812	Significant

The mediation analysis revealed that e-government significantly affects client satisfaction ($\beta = .9405$, $p = 0.0001$). The result supported hypothesis 1 prediction in Table 6. Furthermore, there is a significant correlation between e-government and public value creation ($\beta = .572$, $p = .0001$), thus, hypothesis 2 (H2) is supported. The effect of client satisfaction on public value creation is shown in Table 6. The table shows that client satisfaction ($\beta = .3619$, $p = .0001$) has a significant effect on public value creation. This finding is consistent with hypothesis 3 (H3). It is also presented in Table 6 that client satisfaction partially mediates the relationship between e-government and public value. The results provided the bootstrapped 95% confidence intervals. Mediation exists if the zero value is not in the range of the Lower Limit Confidence Interval (LLCI=.2172) and Upper Limit Confidence Interval (ULCI=.4812). The result is supported by the study conducted by Davarpanah and Mohamed (2020) on the implementation and influence of an online platform like HRIS in a Malaysian higher education institution. System quality—along with information quality and institution-based trust—significantly contributes to user satisfaction. User satisfaction, in turn, predicts the perceived benefits of HRIS, such as improved HR management, alignment with organizational strategy, and enhanced productivity. The findings underscore the critical role of system quality in achieving successful HRIS implementation and maximizing its benefits for higher education institutions.

Table 7.

Common Themes for the question, "Are you satisfied with the Online Platforms of the Polytechnic University of the Philippines?"

Themes	Description
Complete information	users' satisfaction
Convenient	users' satisfaction
Easy layout	users' satisfaction
Easy to use	users' satisfaction
Interface is beginner-friendly	users' satisfaction
Simple and efficient	users' satisfaction
Technical issues, Weak internet connection	Challenges in using the online platforms

The online platform's capacity to provide accurate information, convenience of use, a clear layout, and a user-friendly interface that makes it quick and simple for students to navigate and finish tasks all have an impact on respondents' satisfaction. These positive attributes align with broader conclusions that emphasize how system, information, and service quality contribute to user satisfaction. Respondents particularly appreciated the SIS's usability and clear information presentation, which enables them to effectively track their academic progress, register for courses, and access relevant data. However, technical issues like system failures, slow response times, or errors are the main source of dissatisfaction. These issues can disrupt academic work and damage the platform's reputation. Despite the fact that most respondents had favorable evaluations of the online platforms generally due to their extensive feature set and user-friendliness, recurring technical problems highlight areas that require improvement in order to further boost user satisfaction and system effectiveness.



International Journal of Governance, Public Policy, Internationalization, and Global Affairs (INGOPIGA)

P - ISSN: 3116-4919; E - ISSN: 3116-4927

PRC-CPD Accredited Provider:
PTR-2025-749

National Book Development Board
Registration as Book Publisher
(Print & Digital): 6312

Table 8.

Common Themes for the question, "Describe your experience using the online platforms"?

Themes	Description
Ease of use and Accessibility	Positive feedback
Efficiency and Convenience	Positive feedback
Technical Issues	Challenges

It can be seen that the online platforms are highly acknowledged for their accessibility, user-friendliness, and capacity to expedite academic procedures, persistent technical problems during peak periods, specifically, during enrolment, continue to be a major issue. To further improve the user experience and guarantee that the system continuously meets the demands of faculty and students, certain technological issues must be resolved.

Table 9.

Common Themes for the question, "Do you think that online services are trustworthy"?

Themes	Description
Institutional Credibility	Trustworthiness
Security Measures and Privacy	Trustworthiness

The online services are trustworthy because of their institutional support and strong security protocols. In general, respondents believe that the system effectively facilitates necessary academic transactions and that their information is safe and well-managed. Online services are seen as reliable, with confidence rooted in both institutional backing and technological protections.

Table 10.

Common Themes for the question, "How do the online platforms help you"?

Themes	Description
Access to Information	Benefit
Efficiency	Benefit
Self-Management	Benefit
Technical Issues	Challenges

The online platforms are highly regarded for their capacity to centralize academic data, boost productivity, and facilitate student self-management. However, recurring technological issues restrict the system's effectiveness and user satisfaction, particularly during critical periods. To fully utilize the system's capabilities and guarantee a smooth academic experience for all users, these reliability issues must be resolved.

Conclusion

Both SIS and HRIS at PUP are perceived to significantly enhance public value by improving access to information, streamlining online services, and increasing the quality and efficiency of academic and administrative processes. PUP's implementation of SIS and HRIS is a case in point on how e-governance enhances service delivery and creates more public value. By digitizing administrative and academic procedures, these online platforms enhance information availability, streamline workflows, and lessen bureaucratic inefficiencies. The digitalization reflects the principle of e-governance, particularly, transparency and citizen-centered service delivery.

Direct and indirect relationships between client satisfaction and public value creation were observed; therefore, client satisfaction partially mediates the relationship between e-government and public value creation. It can be concluded that e-government directly influences the creation of public value. Furthermore, e-government of PUP, like SIS and HRIS, indirectly influences public value creation. It is important to attain higher user satisfaction levels to identify if PUP administrations meet the expectations of their students, faculty members, and employees in order to create value for the institutions. For both the SIS and HRIS, trust is a pivotal mediator in enhancing public value creation through e-government systems. Both analyses confirm that high-quality systems—characterized by



International Journal of Governance, Public Policy, Internationalization, and Global Affairs (INGOPIGA)

P - ISSN: 3116-4919; E - ISSN: 3116-4927

PRC-CPD Accredited Provider:
PTR-2025-749

National Book Development Board
Registration as Book Publisher
(Print & Digital): 6312

reliability, usability, and accuracy—cultivate trust, which in turn fosters administrative efficiency and improved service delivery. The findings provide empirical evidence that digital governance systems contribute to institutional effectiveness by strengthening public trust, improving service quality, and increasing public value creation in public higher education institutions.

Recommendations

The following recommendations were made based on the findings of the study.

1. For PUP Administration, they may strengthen ICT infrastructure, improve cybersecurity measures, enhance user support services, and institutionalize regular system evaluation.
2. For Government Agencies, the Commission on Higher Education (CHED) may encourage governance performance assessment of digital systems across State Universities and Colleges. Also, the national agencies responsible for digital transformation may develop common standards for e-government implementation in higher education institutions.
3. For Policymakers, they may integrate public value indicators into digital governance evaluation frameworks and prioritize investments in reliable digital infrastructure to enhance service quality and institutional trust.
4. For Future Researchers, future studies may examine other public universities, and comparative international studies may be conducted in diverse educational settings. In addition, longitudinal studies may assess how evolving user needs and technological advancements influence the ongoing success and acceptance of digital platforms in higher education and investigate changes in public value over time.

REFERENCES

- Abdulkareem, A. K., & Mohd Ramli, R. (2022). Does trust in e-government influence the performance of e-government? An integration of information system success model and public value theory. *Transforming Government: People, Process and Policy*, 16(1), 1-17. <https://doi.org/10.1108/TG-01-2021-0001>
- Andaya, E. J., Orlina, R. J. G., & Ilustre, R. G. (2025). Digital governance in the Philippines: A scoping review of current challenges and opportunities. *Global Sustainability Research*, 4(1), 89-111. <https://doi.org/10.56556/gssr.v4i1.1204>
- Androniceanu, A., Georgescu, I., & Kinnunen, J. (2022). Public administration digitalization and corruption in the EU member states: A comparative and correlative research analysis. *Transylvanian Review of Administrative Sciences*, 65E(February), 5-22. <https://doi.org/10.24193/tras.65E.1>
- Davarpanah, A., & Mohamed, N. (2020). Human Resources Information Systems Implementation and Influences in Higher Education: Evidence From Malaysia. *International Journal of Asian Business and Information Management*, 11(3), 65-82. <https://doi.org/10.4018/IJABIM.2020070105>
- DeLone, W. H., & McLean, E. R. (2003). The DeLone and McLean model of information systems success: A ten-year update. *Journal of Management Information Systems*, 19(4), 9-30. <https://doi.org/10.1080/07421222.2003.11045748>
- Dmour, M. M. (2021). Investigate the impact of e-government on the public trust: Evidence from Jordan. *International Journal of Computer Science and Information Technology*, 12(3), 66-73. <https://www.ijcsit.com/docs/volume12/vol12issue03/ijcsit2021120301.pdf>
- Hooda, S., Rana, N. P., & Dwivedi, Y. K. (2023). Clarifying the role of e-government trust in e-government adoption: A systematic literature review and research agenda. *Australasian Journal of Information Systems*, 27, 11. <https://ajis.aaisnet.org/index.php/ajis/article/download/4079/1333/14717>
- Kaur, B., & Kaur, M. (2025). Citizens' Participation in E-Governance: The Role of Service Quality, Public Value, and Citizens' Trust. *South Asian Journal of Management*, 32(2). <https://doi.org/10.62206/sajm.32.2.2025.173-191>



International Journal of Governance, Public Policy, Internationalization, and Global Affairs (INGOPIGA)

P - ISSN: 3116-4919; E - ISSN: 3116-4927

PRC-CPD Accredited Provider:
PTR-2025-749

National Book Development Board
Registration as Book Publisher
(Print & Digital): 6312

- MacLean, D., & Titah, R. (2021). A systematic literature review of empirical research on the impacts of e-government: A public value perspective. *Public Administration Review*, 82(1), 23–38. <https://doi.org/10.1111/puar.13413>
- Maragno, G., Gastaldi, L., & Corso, M. (2021). E-Government for public values creation: A systematic literature review. *Proceedings of the 22nd Annual International Conference on Digital Government Research (DG.O2021). Association for Computing Machinery*. <https://doi.org/10.1145/3463677.3463692>
- Mazzucato, M., & Ryan-Collins, J. (2022). Putting value creation back into “public value”: From market-fixing to market-shaping. *Journal of Economic Policy Reform*, 25(4), 345–360. <https://doi.org/10.1080/17487870.2022.2053537>
- Mei, H., & Zheng, Y. (2024). How M-government services build relative trust? The mediating roles of value creation and risk perception. *Public Performance & Management Review*, 47(6), 1327-1355. <https://doi.org/10.1080/15309576.2024.2370935>
- Moore, M. H. (2025). Creating Public Value: The Core Idea of Strategic Management in Government. *Journal of Sustainable Institutional Management*, 12, e0179. <https://doi.org/10.37497/jsim.v12.id179.2025>
- Noor, I., Mayowan, Y., & Ferdhianzah, H. J. (2025). Digital Integration and Institutional Trust: The Mediating Role of E-Government Transparency in Enhancing Citizen Satisfaction. *International Journal of Current Science Research and Review*. <https://doi.org/10.47191/ijcsrr/V8-i11-08>
- Pham, L., Limbu, Y. B., Le, M. T. T., & Nguyen, N. L. (2023). E-government service quality, perceived value, satisfaction, and loyalty: Evidence from a newly emerging country. *Journal of Public Administration Research and Theory*, 33(4), 617-632. <https://doi.org/10.1017/S0143814X23000296>
- Preacher, K. J., & Hayes, A. F. (2004). SPSS and SAS procedures for estimating indirect effects in simple mediation models. *Behavior Research Methods, Instruments, & Computers*, 36(4), 717–731. <https://doi.org/10.3758/BF03206553>
- Organization for Economic Co-operation and Development (OECD). (2026). Digital government index and open, useful and re-usable data index: 2025 results and key findings. *OECD Working Papers on Public Governance* No. 90. OECD Publishing. <https://doi.org/10.1787/6347ec74-en>
- Qatawneh, N., Al-Okaily, M., Alkhasawneh, R., Althonayan, A., & Tarawneh, A. (2024). The mediating role of e-trust and e-satisfaction in the relationship between e-service quality and e-loyalty toward e-government services. *Global Knowledge, Memory and Communication*. <https://doi.org/10.1108/GKMC-07-2023-0263>
- Sadiq, U., Alhassan, Y. M., & Issah, I. (2026). *E-Government Services Quality and Trust in Government Organizations: The Mediating Roles of Perceived Transparency*. *Cureus Journal of Business and Economics*. <https://doi.org/10.7759/s44404-025-00031-7>
- Suresh, M., Amandeep, D., Mahima, M., & Zeeshan A. B. (2021). Future of eGovernment: An integrated conceptual framework, *Technological Forecasting and Social Change*, 173, 121102. <https://doi.org/10.1016/j.techfore.2021.121102>
- Thabit, S., & Sancino, A. (2023). Strategic public value(s) governance: A systematic literature review and framework for analysis. *Public Administration Review*. <https://doi.org/10.1111/puar.13877>
- United Nations Department of Economic and Social Affairs [UN DESA]. (2024). *United Nations E-Government Survey 2024: Digital Government in the Decade of Action for Sustainable Development*. New York: United Nations. [Technical Appendix \(Web version\) 30102024.pdf](https://doi.org/10.18458/30102024.pdf)



International Journal of Governance, Public Policy, Internationalization, and Global Affairs (INGOPIGA)

P - ISSN: 3116-4919; E - ISSN: 3116-4927

PRC-CPD Accredited Provider:
PTR-2025-749

National Book Development Board
Registration as Book Publisher
(Print & Digital): 6312

United Nations, Department of Economic and Social Affairs. (2024). *Public administration*. United Nations.
<https://publicadministration.desa.un.org>

Yahaya, H., & Ditsa, E. M. G. (2024). Assessing the relationship between technological factors and the implementation of Human Resource Information System: A survey in the Municipal, Metropolitan, and District Assemblies in the Upper West Region of Ghana. *American Journal of Interdisciplinary Research and Innovation*, 3(2), 7-29. <https://doi.org/10.54536/ajiri.v3i2.2594>

Zhang, Y., Zhang, J., & Li, H. (2022). Understanding the drivers of the public value of e-government. *Frontiers in Psychology*, 13, 962615. <https://doi.org/10.3389/fpsyg.2022.962615>