





Readiness of government employees on workplace digital transformation and its correlation to employees' productivity using Herzberg two-factor theory

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Abstract

This research study evaluates the preparedness of government employees to implement digital transformation and its impact on employee productivity by incorporating Herzberg's Two-Factor Theory. The Philippine government has launched several automation and digitalization initiatives to enhance public administration and increase accessibility to government services. However, digital transformation has posed challenges to employee productivity and motivation, leading to inefficiency and a lack of incentive to perform tasks due to employees' unawareness of various aspects of digitalization. The study employs a quantitative correlation research design, utilizing statistical treatments such as Weighted Mean and Pearson R to analyze and interpret the data. According to the findings, while government employees are ready and willing to embrace digital change, there is potential to increase the effectiveness of digital technologies in reducing workplace stress and improving overall well-being. The study also found a significant relationship between the readiness of government employees for workplace digital transformation and their productivity, as explained by Herzberg's Two-Factor Theory.

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1. Introduction

As we all know, technology has both positive and negative aspects; it has become part of everyone's daily lives and has digitally transformed their lives. Although technology has undoubtedly enhanced

communication, information accessibility, and medical care, it has also led to unemployment, cyberbullying, and excessive reliance on digital devices. To progress, it is necessary to assess the possible consequences of emerging technological advancements and take steps to minimize any adverse effects.

The advent of a new era in which the public and private sectors are actively involved in digital transformation presents a number of obstacles that, according to Pappas, Mikalef, Giannakos, Krogstie, and Lekakos (2018) impact all organizations and industries. Therefore, to stay competitive in their respective markets or segments, organizations must embrace digital transformation. Companies aren't the only ones having trouble embracing digital transformation; even government agencies are struggling. When it comes to digital government transformation, there are two main types of problems: internal and external. Problems that arise from entities outside of the government and influence the public sector are considered external challenges, according to Tate, Bongiovanni, Kowalkiewicz, and Townson (2018) whereas problems that arise from inside the public sector are called internal issues. The majority of issues with digital transformation originate at the organizational and staff levels. Therefore, a lot of effort should go into improving the working conditions of workers.

Technological progress presents challenges for employees. Workers are the lifeblood of every business, making them an essential component in any transformation effort. Businesses must take into account employees' reluctance to change, their capacity to learn, and the extent to which they may use their own resources to increase engagement at work when confronted with the demands of digital transformation.

The Philippines digital transformation has completely revolutionized employee productivity by overhauling traditional work procedures. Cloud computing and other new technologies have enabled Filipino workers to collaborate remotely, handle data efficiently, and communicate seamlessly. This has boosted productivity and made the workforce more flexible. With the adoption of digital tools and automation, employees can perform tasks more quickly and accurately, creating a dynamic work environment that aligns with modern needs. The Philippine government has implemented several automation and digitalization initiatives to enhance public administration and increase accessibility to government services. Employees value the convenience and improved services that result from these efforts. However, their perceived lack of comprehensive security measures remains a significant obstacle to their full confidence in these programs. While digitization expedites service access and simplified procedures, concerns about data security and privacy have been heightened due to cybersecurity hazards in the digital sphere and publicized instances. On the other hand, Naile and Selesho (2014) argue that digital transformation has a negative impact on employee productivity and motivation, leading to inefficiency and a lack of incentive to perform their tasks. This is largely due to unmotivated workers, who also hinder the progress and success of the organization. The personnel are urged to fulfil their duties and endorse the digital work environment as it enhances the effectiveness and efficiency of their work. According to the data gathered by Lindawati and Parwoto (2021) the behavior of employees in terms of their dedication to their work, happiness at work, motivation, and performance, as well as overall productivity, indicates the level of job satisfaction. Based on their responsibilities, including the quantity and the quality of given activities, companies with higher employee satisfaction experience significant success compared to those with lower employee satisfaction. Employee performance is evaluated based on their job responsibilities, including the quantity and quality of given activities. When an employee's performance exceeds the criteria set by the business or workplace, it is considered effective. The more successful an organization is, the more effective its workers are.

The Local Government Unit (LGU) in Palayan City, Philippines, has embraced the concept of electronic government (e-government). According to Ndou (2004) e-government involves government agencies and departments utilizing information and communication technology (ICT) tools, the internet, and mobile devices to enhance governance, strengthen existing relationships, and establish new collaborations within civil society. The Palayan City LGU employs information technology to deliver services to its residents, using technical communication devices such as computers and the internet to serve both local residents and individuals in the surrounding area.

While Palayan City has benefited from advancements in digital technology, it also faces significant challenges in its digital transformation journey. One major issue is the reluctance of senior personnel, who often perceive their age as a barrier to adopting new technologies. This resistance can slow down the implementation of digital initiatives and affect overall productivity (Palvia, Baqir, & Nemati, 2018). Heeks (2006) notes that many government offices lack the necessary hardware and software to facilitate a complete digital transition.

Moreover, there is a substantial gap in knowledge regarding the use of technological instruments. Many employees lack the training and skills needed to effectively utilize new digital tools, leading to inefficiencies and reduced productivity (Sarker, Xiao, Sarker, & Ahuja, 2019). Despite the potential benefits of digital transformation, these obstacles create a critical gap in understanding how prepared employees are to embrace these changes and the subsequent impact on their performance (Vial, 2019).

Given that e-governance in Palayan City has a substantial impact on workers' work performance, it is imperative to attend to their demands in integrating it into their daily routine. Effectively incorporating e-governance necessitates not only the deployment of novel technologies, but also the provision of adequate training and advice to support staff members during the transition. Herzberg's Two-Factor Theory offers a

valuable framework for understanding the challenges faced by Palayan City's Local Government Unit (LGU) in this digital shift. According to Herzberg, the factors influencing employee attitudes and performance are divided into two categories: Motivation Factors and Hygiene Factors (Stello, 2011). Motivation factors are internal elements that enhance job satisfaction, such as achievement and recognition, while hygiene factors are external elements aimed at reducing job dissatisfaction, including working conditions and salary. Herzberg argued that providing all the necessary Hygiene Factors does not guarantee employees' job satisfaction. To enhance employees' performance or productivity, it is necessary to address motivational elements. While these variables may not directly drive employees, they can lead to discontent if they are insufficient. In contrast, motivators encompass elements related to the intrinsic qualities of the job, such as achievement, recognition, the work itself, responsibility, and advancement (Kumari, Ali, Khan, & Abbas, 2021). These factors are critical in fostering employee engagement and satisfaction, driving them to perform at their best.

When applying Herzberg's theory to Palayan City's scenario, the resistance of older employees to using digital tools might be attributed to a deficiency in hygiene factors, specifically in terms of adequate training and support for new technologies. If employees feel they are not receiving enough support or anticipate negative impacts on their working conditions during the transition, dissatisfaction may arise. To mitigate resistance and facilitate a smoother digital transformation process, it is crucial to address these hygiene factors. On the other hand, motivators can be incorporated into the digital transformation process to improve staff engagement and productivity. For example, acknowledging and incentivizing employees who effectively embrace and employ new technology can foster a feeling of accomplishment and accountability, therefore inspiring other employees to do the same. Furthermore, by ensuring that the digital transformation is in line with the inherent motivators of employees, such as offering chances for skill enhancement and career progression, their willingness to adjust can be improved.

By addressing both hygiene factors and motivators, it is possible to create an environment that is more conducive to digital transformation. Ensuring employees receive adequate training and support (hygiene factors), as well as fostering intrinsic rewards such as recognition and advancement (motivators) can help facilitate a smoother and more successful transition. This can result in increased productivity and a more seamless transition. This research study aims to evaluate the preparedness of government employees in Palayan City to implement digital transformation and its impact on employee productivity. The study seeks to gain a thorough understanding of the factors that impact employee readiness and productivity in the public sector during digital transformation by incorporating Herzberg's Two-Factor Theory.

This study focuses on the assessment of the readiness of government employees' for the workplace digital transformation using Herzberg two-factor theory; specifically, this answers the following questions:

1. How can we readiness of government employees for workplace digital transformation be assessed?
2. How may the employee productivity be assessed using Herzberg Two Factor Theory?
3. Is there a significant relationship between the readiness of the government employees?
4. What is the relationship between workplace digital transformation and employee productivity using the Herzberg Two Factor Theory?

Herzberg Two Factor Theory?

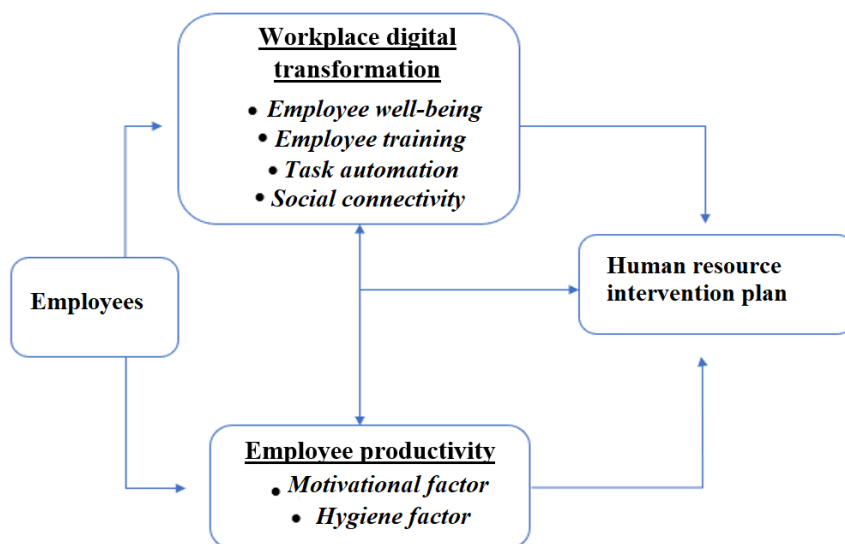


Figure 1. Research structure.

Based on the context provided, the researchers formulated the research's structure as presented in Figure 1. The study's subjects, employees, were evaluated on their readiness for digital transformation in the workplace in terms of employee well-being, employee training, task automation, and social connectivity. Additionally, their productivity was assessed using Herzberg's two-factor theory (motivational factor and

hygiene factor) to identify any factors that may influence productivity. By analyzing these two main variables, the researchers aim to determine any significant correlations between them. The local government unit will propose a human resource intervention plan to support workplace digital transformation at the end of the study.

2. Literature Review

Government employees on the use of technology. Government officials play a crucial role in adopting new technology in the public sector. Their willingness and enthusiasm are key to achieving a significant digital transformation. Motivators, which include aspects that contribute to a sense of success, recognition, and satisfaction, are vital for this change. Studies highlight that government employees' attitudes towards technology, their views on its societal impact, and their prior experience with artificial intelligence influence their support for technology in government operations (Sousa & Rocha, 2019).

The study shows that positive opinions about ability to enhance productivity, its impact on employment, its overall benefit to humanity, and its potential for ethical decision-making significantly affect the endorsement of AI technologies. Many government employees with hands-on technology experience show strong support for technology adoption, emphasizing the need for comprehensive technology training to foster a culture of innovation and facilitate lasting digital transformation in the government sector.

A meaningful digital transformation requires government employees to embrace new technology. Digital government can enhance public services by making them more efficient, customized, and timely, while reducing costs and bureaucratic delays. Quick action is necessary to provide lasting benefits to residents through comprehensive training programs, continuous professional development, and a supportive environment for innovation.

High-quality software in digital government services can automate many tasks, reducing manual labor (Ahamad et al., 2022). Digital transformation in government workplaces demands new digital skills, streamlines processes, improves communication, adjusts organizational structures, and enables digital service delivery. Training in data management and remote work options reshapes government work and interactions both internally and with the public.

Importance of Government Employees towards E-Government. The attitudes of government employees towards new technologies are essential for effective digital transformation, which is key to providing timely and cost-efficient public services. An optimistic approach can enhance operational efficiency, while resistance to change can impede progress. High-quality software is critical for automating tasks, streamlining procedures, and improving service delivery, reducing errors, speeding up transactions, and allowing staff to focus on complex tasks. Moon (2002) highlights that e-government efforts enhance public service efficiency by automating routine tasks and improving information access.

Digital government requires new skills and a restructured approach to organizational processes. Continuous training and professional development in digital tools are essential, supported by the International Labour Organisation's findings on the importance of digital literacy and ongoing education (Wilds, 2023).

Additionally, digital transformation demands a cultural shift within organizations. Employees must be willing to adapt and embrace new methods. Fostering a culture of innovation and continuous improvement is crucial. Addressing both technological and cultural aspects, government agencies can enhance efficiency, service delivery, and better meet residents' needs.

Application for workplace transformation. The Internet and web technologies have revolutionized work and life, blurring the line between work and personal time and enhancing connectivity, communication, and collaboration (Anandarajan, Simmers, & Deng, 2014). Initially designed to assist professional roles, these technologies now foster social interactions and community growth within businesses, handling administrative tasks through advanced AI (Baptista, Stein, Klein, Watson-Manheim, & Lee, 2020).

Digital technologies have a significant impact work requirements, knowledge, and preparation, influencing production, service delivery, and work organization. Understanding these technologies' effects on work dynamics, organizational structures, practices, leadership, and physical workspaces is crucial for future organizational trends.

Employees Productivity. Organizations recognize the mobility and digital evolution driven by information technologies, relying on highly engaged and motivated employees to navigate digital transformation. This study explores how digital transformation affects employee engagement, with significant use of digital technologies in front office and supply chain management.

Lauby (2018) investigated digital transformation's impact on employee engagement, highlighting how AI, automation, and the Internet of Things reshape workplaces. She noted that virtual job settings and evolving employee attitudes demand adaptation to technology-enabled environments.

Employee engagement is crucial in the digital era, with research indicating that digital transformation has shifted employee-company relationships to a more transactional and goal-oriented dynamic (Khairy, Baquero, & Al-Romeedy, 2023).

Importance of Employees Productivity. Businesses recognize the importance of digital transformation and engaged employees, especially in front desk and supply chain management. A study shows digital transformation correlates with higher employee engagement, which is crucial for modern business demands.

Redactia and Redactia (2024) highlight that digitalization positively impacts employee happiness, leading to increased productivity. Employee satisfaction mediates the relationship between digitalization and productivity, influenced by factors like timing, integration, skilled labor, and overall productivity.

Digital transformation involves integrating digital technologies to enhance efficiency, adaptability, and competitiveness. Employee productivity becomes crucial, directly affecting the success of digital projects (Skill Shift: Automation and the Future of the Workforce, 2018). It's not just about effort but using digital tools to improve performance (Harvard Business Publishing Education, 2014).

The workplace environment significantly influences motivation, performance, and productivity. Positive relationships within the organization reduce error rates, boost innovation and collaboration, decrease absences, and increase job tenure (Massoudi & Hamdi, 2017). Thus, fostering a supportive and technologically advanced environment is essential.

Herzberg Two-factor Theory and its Importance. Herzberg's two-factor theory, or motivational-hygiene theory, posits that job satisfaction and dissatisfaction arise from distinct sets of factors. Factors enhancing job satisfaction relate to personal growth and achieving one's potential, while hygiene factors, when absent, cause dissatisfaction but don't necessarily ensure satisfaction when present.

Herzberg identified motivators (key to job satisfaction) and hygiene factors (whose absence causes dissatisfaction). To improve productivity and work attitudes, managers should address both sets of factors. Essential techniques to reduce dissatisfaction include competitive remuneration, job security, and a positive work environment. Hygiene factors, in descending order of importance, are corporate policy, supervision, rapport with superiors, work environment, salary, and peer relationships.

Addressing dissatisfaction is only part of a concern, boosting job satisfaction requires enhancing motivators. Herzberg distinguished between "movement" and "motivation". He argued that fostering job satisfaction should come first, benefiting the company through increased morale, innovation, and knowledge sharing.

Herzberg emphasized internal employment aspects as motivators, aiming to make jobs more fulfilling by increasing employee responsibility, creating complete work units, providing direct feedback, and encouraging challenging assignments. This approach promotes worker autonomy, engagement, and professional development.

3. Methodology

3.1. Research Design

This study used a quantitative correlational research design, employing a ready-made questionnaire to assess government employees' readiness for workplace digital transformation and its impact on productivity, based on Herzberg's two-factor theory. Tan (2014) defines correlational research as a method to determine associations between variables, exploring whether changes in one factor correspond with changes in another. A positive correlation occurs when two variables shift in the same direction, while a negative correlation occurs when they shift in opposite directions. Data analysis identifies trends, calculates averages, makes forecasts, examines causal links, and generalizes findings. The correlation study documented participants' viewpoints and required understanding the correlation coefficient to analyze connections between quantitative variables.

3.2. Research Locale

The respondents to this study were permanent Local Government Unit employees from Palayan City, Nueva Ecija. The researchers in Palayan City can significantly influence the study's outcomes and conclusions. The chosen site was based on the availability of data or people, as well as its relevance to the study.

3.3. Respondents of the Study

The research participants were permanent government employees' in Palayan City, Nueva Ecija. They were the ones who have enough experience to answer the problems proposed in the study since they were tasked to deliver the services of the local government due to their permanent positions.

3.4. Sample and Sampling Procedure

Every individual within the population has the same probability of being chosen. Data is subsequently gathered from as high a proportion as possible of this random selection (Cochran, 1977). The study's sample population consisted of 183 people. The researchers used the random sample strategy because it was appropriate for addressing the purpose of the study.

The target respondents of this study were picked randomly through simple random sampling. There will be a total of 346 permanent employees in the year 2024. The target respondents of this study were calculated through Raosoft Sample Size Calculator, which has a 5% margin of error and 95% confidence level. The total

population is 346 employees, and using the 50% response distribution, 183 was the total number of respondents.

3.5. Data Gathering Instrument

The researchers utilized a structured questionnaire to collect data. The first step involves assessing the readiness of government employees for workplace digital transformation. Second, the final section consists of the employee productivity using Herzberg two-factor theory. The results of this study were obtained through the use of a survey form and random face-to-face interviews. The data was collected and stored in a database, and the results were analyzed using statistical tools.

Respondents were instructed to complete the survey questionnaire, which was designed to help the study achieve its objectives. The survey questions were divided into two sections.

Part I consisted of questions assessing the readiness of government employees for workplace digital transformation. This section, a self-made questionnaire, used a modified 4-point Likert scale: Strongly Agree (4), Agree (3), Disagree (2), and Strongly Disagree (1).

Part II consisted of questions made by the researchers assessing employee productivity using Herzberg's Two-Factor Theory. This section also used a modified 4-point Likert scale: Strongly Agree (4), Agree (3), Disagree (2), and Strongly Disagree (1).

The research instrument underwent validation, with adjustments and suggestions incorporated into the final draft. Additionally, interviews were conducted to assess the reliability and validity of the instrument.

3.6. Data Gathering Procedure

After the proposal and approval of the research topic entitled "Readiness of Government Employees on Workplace Digital Transformation and It's Correlation to Employees' Productivity Using Herzberg Two-Factor Theory," the researchers have gathered data and information from related research, articles on the Internet. The researchers mentors formulated the questionnaire based on the gathered information and verified its accuracy. Furthermore, the researchers conducted a dry run to ensure the reliability and validity of the developed questionnaire. The instrument's reliability coefficient was checked and measured to ensure internal consistency. The validity of the questionnaire was established by presenting the designed instrument for expert comments and ratings. The reliability coefficient of the instrument was tested and measured with the following results, Employee Well-being has .8382; Employees Training and Development earned .8980, Task Automation has .8013; Social Connectivity has .7972; Motivational Factor has.7458; and Hygiene Factor has .7690. Government employees in Palayan City, Nueva Ecija, received the questionnaires. The researchers also conducted informal interviews to gather data for better understanding of the study. Through interviews, the researchers were able to determine the readiness of government employees for digital transformation and its application to the workplace with the correlation of Herzberg two-factor theory to employees' productivity. The respondents clearly explains the instructions and content of the instrument to the employees before they complete it.

3.7. Data Analysis Technique

The data obtained from the participants was gathered, calculated, and examined. The data was analyzed using statistical tools such as Weighted Mean and Pearson R. The following scale provides an interpretation of the result.

Table 1. Scales for interpretation.

Scale	Mean range	Interpretation	Description
4	3.1-4.0	Strongly agree	Highly in favor
3	2.3-3.0	Agree	In favor
2	1.5-2.2	Disagree	Not in favor
1	1.0-1.4	Strongly disagree	Highly not in favor

Table 1 shows the scales used by the researchers in interpreting the results for the assessment of employees' readiness and the productivity using Herzberg two-factor theory.

Table 2. Scale used for interpretation of Pearson r.

r- value (Size of correlation)	Interpretation
0.90 to 1.00 or (-0.90 to -1.00)	Very high positive (Or negative) correlation
0.70 to 0.89 or (-0.70 to -0.89)	High positive (Or negative) correlation
0.50 to 0.69 or (-0.50 to -0.69)	Moderate positive (Or negative) correlation
0.30 to 0.49 or (-0.30 to -0.49)	Low positive (Or negative) correlation
0.10 to 0.29 or (-0.10 to -0.29)	Very low positive (Or negative) correlation
0.01 to 0.09 or (-0.01 to -0.09)	Weak positive (Or negative) correlation
0.00	No correlation

Table 2 shows the scale used by the researchers in correlating the relationship between the readiness of the government employees for workplace digital transformation and the employee's productivity.

4. Results

This chapter analyzes and interprets all of the data gathered through the textual and tabular form.

4.1. Assessment on Readiness of Government Employees for Workplace Digital Transformation

This section presents the readiness of government employees for workplace digital transformation of the respondents in terms of employee well-being, employee training and development, task automation, and social connectivity.

Table 3. Readiness of government employee for workplace digital transformation in terms of employee's well-being.

Employee's well-being	WM	VI	Rank	VD
I have experienced positive impacts on my well-being due to workplace digital transformation.	3.41	Strongly agree	1	Highly in favor
The use of technology has enhanced my overall job satisfaction.	3.35	Strongly agree	3	Highly in favor
The digital technologies I've used to optimize my work processes have made me less stressed.	3.14	Strongly agree	5	Highly in favor
My overall work-life balance has improved with the use of digital technologies.	3.34	Strongly agree	4	Highly in favor
Technology makes it easy for me to learn how to perform my job more effectively.	3.40	Strongly agree	2	Highly in favor
Average weighted mean	3.28	Strongly agree		Highly in favor

Note: WM means Weighted mean; VD means verbal description.

The data in Table 3 shows that government employees are ready for the digital transformation of the workplace, with an average weighted mean of 3.28, which is translated as "Strongly Agree." A strong confirmation of the beneficial effects of digital transformation on employee well-being is indicated by the statement "I have experienced positive impacts on my well-being due to workplace digital transformation," which has a high weighted mean of 3.41 and rank 1.

Table 4. Readiness of government employee for workplace digital transformation in terms of employee training and development.

Employee training and development	WM	VI	Rank	VD
I have noticed improvements in my digital skills since the program started.	2.28	Disagree	1	Not in favor
The training prepares me for the changes I'm encountering due to the digital transformation.	2.20	Disagree	3.5	Not in favor
The training I received improved my efficiency and productivity in the digital workplace.	2.26	Disagree	2	Not in favor
I encountered difficulties using the tactics I had learned in training.	2.00	Disagree	4	Not in favor
The digital tools introduced have made my training more accessible.	2.20	Disagree	3.5	Not in favor
Average weighted mean	2.20	Disagree		Not in favor

Table 4 presents the tabulated results regarding the readiness of government employees for workplace digital transformation, particularly in terms of training and development, and reveals critical insights into the current state of affairs. The weighted mean of 2.20, interpreted as "Disagree," it suggests a general sentiment of disagreement among employees regarding their preparedness for digital transformation initiatives.

The statement "I have noticed improvements in my digital skills since the program started" garnered the highest rank with a weighted mean of 2.28, also interpreted as "Disagree." This indicates that despite the implementation of training programs, employees perceive limited improvement in their digital competencies, signaling potential gaps or inefficiencies in the training curriculum or delivery. Conversely, the statement "I encountered difficulties using the tactics I had learned in training" received the lowest rank with a weighted mean of 2.00, also interpreted as "Disagree."

Table 5. Readiness of government employee for workplace digital transformation in terms of task automation.

Task automation	WM	VI	Rank	VD
Automated tools have positively impacted my overall task management.	3.37	Strongly agree	1	Highly in favor
I have not yet explored the full potential of task automation in my workplace.	3.23	Strongly agree	2	Highly in favor
I am well-prepared to handle tasks that involve automation.	3.04	Agree	4	In favor
I have received training to use automated tools in my tasks effectively.	2.74	Agree	5	In favor
I have faced challenges integrating automated tools into my daily tasks.	3.09	Agree	3	In favor
Average weighted mean	3.1	Strongly agree		Highly in favor

Table 5, illustrating the readiness of government employees for workplace digital transformation, specifically concerning task automation, provides valuable insights into the adoption and impact of automated tools within the organization. With a weighted mean of 3.1, interpreted as "Strongly Agree," employees exhibit a positive attitude towards the integration of automation technologies into their workflow.

The statement "Automated tools have positively impacted my overall task management" received the highest weighted mean of 3.4, indicating a strong consensus among respondents regarding the benefits of automation in enhancing task efficiency and effectiveness.

Table 6. Readiness of government employee for workplace digital transformation in terms of social connectivity.

Social connectivity	WM	VI	Rank	VD
I feel confident managing my time effectively while maintaining digital connections.	3.19	Strongly agree	4	Highly in favor
I feel comfortable using the new digital tools for collaboration and communication.	3.28	Strongly agree	3	Highly in favor
I actively seek opportunities to connect with colleagues through digital channels.	3.33	Strongly agree	1	Highly in favor
I'm confident in expressing myself and participating actively in online discussions.	3.3	Strongly agree	2	Highly in favor
I struggle to adjust my communication style for different online settings.	2.86	Agree	5	In favor
Average weighted mean	3.19	Strongly agree		Highly in favor

The findings presented in Table 6 reveal a strong inclination among government employees to embrace digital transformation, particularly in terms of enhancing social connectivity within the workplace. The weighted mean of 3.19, classified as "Strongly Agree," indicates a collective readiness and positive attitude towards utilizing digital channels for communication and collaboration.

The statement with the highest weighted mean of 3.33, "I actively seek opportunities to connect with colleagues through digital channels," highlights the proactive engagement of employees in using digital platforms for social interaction. This reflects a high level of receptiveness and enthusiasm for leveraging digital tools to strengthen connections with colleagues.

In contrast, the statement with the lowest weighted mean of 2.86, "I struggle to adjust my communication style for different online settings," points to a lower level of satisfaction or confidence in adapting communication styles across various online environments.

Table 7. Summary of the readiness of government employee for workplace digital transformation.

Readiness of government employee for workplace digital transformation	Weighted mean	Verbal interpretation	Rank	Verbal description
Employee well-being	3.28	Strongly agree	1	Highly in favor
Employee training and development	2.20	Disagree	4	Not in favor
Task automation	3.1	Strongly agree	3	Highly in favor
Social connectivity	3.19	Strongly agree	2	Highly in favor

Table 7 reveals insights into the readiness of government employees for workplace digital transformation, highlighting the relationship between employee well-being and training and development initiatives.

With a weighted mean of 3.28, described as "Strongly Agree," employee well-being is identified as the most significant factor, reflecting strong agreement among respondents about its importance. In contrast, employee training and development received a lower weighted mean of 2.20, classified as "Disagree," indicating a less favorable view of the organization's efforts in this area.

4.2. Assessment on Employee Productivity using Herzberg Two Factor Theory

This section presents employee productivity using Herzberg Two-Factor Theory to be assessed in terms of motivational factor and hygiene factor.

Table 8. Employee productivity using Herzberg two factor theory in terms of motivational factor.

Motivational factor	WM	VI	Rank	VD
I believe advancements offer meaningful opportunities for personal and professional growth.	3.40	Strongly agree	3	Highly in favor
I feel a sense of accomplishment when I complete complex or challenging tasks.	3.45	Strongly agree	2	Highly in favor
I actively seek opportunities to challenge myself and learn new skills.	3.46	Strongly agree	1	Highly in favor
I find opportunities to learn and grow when given greater responsibility.	3.27	Strongly agree	5	Highly in favor
I consistently feel appreciated for my achievements and contributions to the team.	3.38	Strongly agree	4	Highly in favor
Average weighted mean	3.39	Strongly agree		Highly in favor

The assessment results in the Table 8 present the two-factor theory and provide insight into the complex dynamics of employee productivity, specifically in relation to motivational variables. The research shows a strong agreement among employees on their desire to pursue opportunities for personal and professional development within the workplace.

The statement with the highest rating, "I actively seek opportunities to challenge myself and learn new skills," shows a proactive approach to personal and professional growth. It had a weighted mean of 3.46, suggesting a strong agreement among the respondents. This indicates that employees are not only interested but enthusiastic about participating in activities that challenge them and enhance their abilities.

In contrast, the statement "I find opportunities to learn and grow when given a greater responsibility" received a significantly lower favorable weighted mean of 3.27. Nevertheless, it still categorized as 'Strongly Agree,' suggesting that employees consider activities with greater responsibility as useful opportunities for personal development, but to a little smaller extent than actively pursuing challenges.

Table 9. Employee productivity using Herzberg two factor theory in terms of hygiene factor.

Hygiene factor	WM	VI	Rank	VD
I feel supported by my team when facing personal challenges that impact my work.	2.98	Agree	4	In favor
I am satisfied with the salary structure and benefits provided by the organization.	2.87	Agree	5	In favor
The availability of regular supervision positively impacts my job engagement.	3.21	Strongly agree	3	Highly in favor
I believe well-administered policies create a stable work environment.	3.29	Strongly agree	2	Highly in favor
I am satisfied with the cleanliness and hygiene standards maintained in my workplace.	3.42	Strongly agree	1	Highly in favor
Average weighted mean	3.15	Agree		In favor

The results presented in Table 9 offer valuable insights into the factors affecting employee productivity, particularly in relation to hygiene factors as described in the two-factor theory. The assessment reveals a significant contrast between employee satisfaction with workplace cleanliness and hygiene standards versus satisfaction with salary structure and benefits.

The statement "I am satisfied with the cleanliness and hygiene standards maintained in my workplace" received the highest rank, with a weighted mean of 3.42, interpreted as "Strongly Agree."

Table 10. Significant relationship between the readiness of the government employees for workplace digital transformation the employee's productivity using Herzberg two factor theory.

Readiness of the government employees	Motivational factor	Hygiene factor	HO decision	
Employee well-being	Pearson correlation	0.986	0.995	Accept
	Sig. (2-tailed)	0.001	0.001	Accept
	N	183	183	Population
Employee training and development	Pearson correlation	0.997	0.256	Accept
	Sig. (2-tailed)	0.001	0.004	Accept
	N	183	183	Population
Task automation	Pearson correlation	0.148	0.578	Accept
	Sig. (2-tailed)	0.044	0.001	Accept
	N	183	183	Population
Social connectivity	Pearson correlation	0.042	0.590	Accept
	Sig. (2-tailed)	0.567	0.001	Reject
	N	183	183	Population

4.3. Significant Relationship between the Readiness of the Government Employees for Workplace Digital Transformation and the Employee's Productivity using Herzberg Two-Factor Theory

The Table 10 presents the correlation between the readiness for workplace digital transformation and the employee's productivity. The table indicates that all the P- values of the variables aside from the social connectivity are lower than .05($p > .05$). This signifies that the null hypothesis for the collection be accepted and shows that there is a significant relationship between the readiness of government employees for workplace digital transformation and the employee's productivity. In contrast, the social connectivity of the respondents shows no significant relationship to employees' productivity.

5. Discussion

5.1. Assessment on Readiness of Government Employee for Workplace Digital Transformation

The results indicate that while employees may recognize the potential benefits of digital technologies in improving workflows, these advancements may not always lead to a significant reduction in stress levels. The study suggests that implementing new digital technologies fosters innovation and adaptability, reducing resistance to change and enhancing resilience. Despite the challenges associated with technological changes, employees generally report positive impacts on their well-being and demonstrate confidence in managing digital transformations. Additionally, the benefits of increased learning opportunities and greater flexibility contribute to improved overall well-being and job satisfaction. Mungra, Patel, and Sharma (2023) found a positive correlation between employees' digital competency and their overall well-being, noting that organizations prioritizing upskilling activities experience higher levels of employee satisfaction and engagement. This underscores the importance of investing in employees' digital skills to enhance their workplace well-being.

Conversely, other research offers a more complex perspective. Tarafdar, Cooper, and Stich (2019) introduce the concept of "technostress," where the widespread use of digital tools can lead to heightened stress and anxiety. Factors such as constant connectivity, the pressure to rapidly acquire new technological skills, and the erosion of work-life boundaries may all contribute to this stress. Similarly, Galluch, Grover, and Thatcher (2015) argue that while digital tools can boost productivity, they may also contribute to cognitive overload, negatively affecting employee well-being. These contrasting findings suggest that while digital transformation offers significant benefits, it necessitates careful management to address and mitigate its potential adverse effects on employees.

In conclusion, the data suggests that, while government employees are ready and willing to embrace digital change, there may be potential to increase the effectiveness of digital technologies in lowering workplace stress and improving overall well-being. By continuing to invest in digital skill development and effectively utilizing the latest technologies, we can further enhance employee happiness, productivity, and well-being in the evolving digital workplace.

Another finding highlights that most respondents reported not participating in any information technology (IT) training sessions, revealing a significant gap in the organization's efforts to provide adequate learning opportunities. This lack of training poses a major obstacle to employees' ability to develop or enhance their digital skills, which may hinder their adaptability to technological advancements and their competitiveness in the digital economy. According to the report " Why is IT Training Essential for Employees? (2021), the absence of suitable training programs deprives employees of essential theoretical knowledge, practical application, and skill-building exercises necessary for mastering digital tools and technologies.

Nevertheless, some research suggests that the impact of training gaps may not be as detrimental as often assumed. Hiltz and Turoff (2005) argue that while training is beneficial, the effectiveness of digital tools and technologies also depends on their design and the existing skills of the users. This view implies that well-designed tools can alleviate some of the challenges associated with insufficient training.

Respondents also recognize the advantages of automated tools in reducing working time, improving task prioritization, and enhancing organizational and time management. These tools provide structured frameworks for task organization through features like task lists, boards, and calendars, allowing employees to categorize activities, set deadlines, establish priorities, and monitor progress efficiently. [Vige \(2024\)](#) asserts that automated tools are particularly beneficial for repetitive tasks, as they allow employees to delegate routine functions to software and focus on tasks requiring human cognitive abilities, such as emotional intelligence and judgment. This not only optimizes resource allocation but also increases job satisfaction by enabling employees to engage in more meaningful and intellectually stimulating work.

Conversely, some studies caution against over-reliance on automated tools. [Mayer, Wilson, and Hube \(2013\)](#) highlight potential drawbacks, such as the risk of employees becoming overly dependent on technology, which can diminish critical thinking and problem-solving skills. This suggests that while automation can enhance productivity, it is crucial to maintain a balance to prevent the erosion of essential cognitive skills.

Moreover, the findings suggest that digital channels significantly improve employee communication and collaboration by overcoming geographical and time constraints. Digital platforms facilitate flexible communication and seamless interaction, which enhances employee engagement. These findings are consistent with the *"State of the American Workplace (2024)"* which emphasizes the positive impact of frequent digital communication on employee engagement and organizational commitment. Regular digital interactions foster a sense of belonging and community, especially in remote or distributed teams.

However, [Yukawa \(2007\)](#) points out that the complexity of online communication styles necessitates ongoing support and resources to help employees adapt their communication strategies across different digital platforms. This highlights the need for continuous training and assistance to optimize communication skills and fully capitalize on the benefits of digital transformation in the workplace.

The importance of employee well-being in the rankings underscores its critical role in shaping employees' readiness and resilience during digital transformation. Conversely, the lower emphasis on employee training and development suggests potential shortcomings in the organization's efforts to equip employees with the skills needed to thrive in a digital environment. Without adequate training and support, employees may feel unprepared for technological changes, leading to insecurity, resistance, and disengagement.

5.2. Assessment on Employee Productivity using Herzberg Two Factor Theory

The findings emphasize the inherent drive of individuals to actively seek opportunities for acquiring knowledge and advancing their skills within their roles. This aligns with research suggesting that individuals with a strong personal commitment to making positive changes are more likely to engage proactively in enhancing organizational practices ([Liang, Farh, & Farh, 2012](#)). Additionally, the study highlights the role of task complexity and responsibility in fostering employee growth. Employees view tasks demanding higher accountability as opportunities for skill development and personal progress. Employees recognize that overcoming the challenges associated with these responsibilities requires acquiring new skills and knowledge, which facilitates their growth.

In contrast, [Atmawidjaja, Zamralita, and Idulfilastri \(2020\)](#) found that while increased workload can lead to enhanced performance, it is essential to manage workload effectively to prevent potential negative impacts on employee well-being. Their study suggests that a well-balanced workload, aligned with employees' capacities, can promote a sense of accountability and drive performance, whereas excessive workload may lead to burnout and reduced overall effectiveness. This perspective indicates that while challenging tasks can stimulate growth, there is a need for careful management to avoid overwhelming employees.

Furthermore, the research underscores the importance of fostering a professional environment that supports continuous education and development. Organizations can enhance overall success and cultivate a motivated workforce by providing opportunities for employees to stretch their capabilities and take on more significant roles.

Result under the hygiene factor shows the importance of a clean and well-maintained work environment. Such cleanliness not only enhances physical comfort but also reduces distractions, thereby optimizing productivity. This finding is consistent with research by [Zhenjing, Chupradit, Ku, Nassani, and Haffar \(2022\)](#) which highlights that a positive work environment can improve employee performance and motivation.

Conversely, the statement "I am satisfied with the salary structure and benefits provided by the organization" received a lower rank, with a weighted mean of 2.87, interpreted as "Agree." This indicates a disparity in satisfaction levels regarding compensation. While a clean and hygienic workplace positively influences productivity, dissatisfaction with salary and benefits may affect employee morale and motivation.

The influence of salary satisfaction on employee engagement and performance is well established. [Chaudhry, Sabir, Rafi, and Kalyar \(2011\)](#) found that salary satisfaction positively correlates with overall job satisfaction and motivation. Their research also highlighted variations in salary satisfaction between public and private sector employees, noting slightly higher satisfaction levels in the public sector.

However, other research emphasizes that salary satisfaction alone may not fully capture the complexity of employee motivation and performance. For example, a study by [Herzberg, Snyderman, and Mausner \(1966\)](#) argues that while salary is a crucial hygiene factor, it alone does not drive long-term motivation. Instead,

factors such as recognition, responsibility, and opportunities for advancement play a significant role in fostering deep-seated job satisfaction and motivation.

Ultimately, these findings highlight the multifaceted nature of employee satisfaction and performance. While a clean and well-maintained workplace can boost productivity by reducing distractions and enhancing comfort, salary satisfaction and other motivational factors are also critical to job satisfaction and engagement. Organizations must address both hygiene factors, such as workplace cleanliness, and motivational factors, such as salary and opportunities for growth, to create a positive work environment that supports employee well-being and performance.

5.3. Significant Relationship between the Readiness of the Government Employees for Workplace Digital Transformation and the Employee's Productivity using Herzberg Two Factor Theory

Employees' readiness for digital transformation affects their productivity and leads to job satisfaction. Employees that are ready and willing to accept and incorporate digital transformation are more inclined to efficiently adopt new technologies and solutions. Employees that are prepared for this change can utilize these technologies to efficiently locate the information they require, cooperate with colleagues, and make well-informed choices, thus increasing their productivity. On the other hand, there is a social connectivity. Individual work habits and skills have a greater impact on productivity than social connectivity. Certain employees may prefer working independently and may not heavily depend on social relationships to effectively complete their tasks. Moreover, productivity is progressively dependent on technology rather than social relationships. Employees' productivity levels may be unaffected by social connectedness due to their dependency on digital tools and systems to carry out their jobs.

6. Conclusion

Based on the findings, the researchers were able to draw the following conclusion: the readiness of the government employees for workplace digital transformation can be assessed on their well-being. Employee's well-being in the rankings highlights its critical role in shaping employees' readiness and resilience during periods of digital transformation in the workplace. The employees who possess strong mental and physical well-being are better at managing these changes without falling to undue stress or burnout. When employees receive adequate support for their well-being, they are more capable of embracing innovation and making valuable contributions to the success of digital efforts. The satisfaction of the respondents shows in their productivity. The employees often seek opportunities to learn in their workplace. Learning new things broadens their skill sets, increasing employees' versatility and value in the job. When challenged and given opportunities to learn and grow, employees become more invested and motivated in their workplace. The respondents strongly agree that actively seeking opportunities to learn creates job satisfaction. There is a significant relationship between the readiness for workplace digital transformation and employee's productivity. This signifies that the null hypothesis be accepted.

Based on the findings, the researchers were able to provide the following recommendations: it is recommended to conduct a comprehensive demographic analysis to better understand the age distribution within LGU employees, including factors influencing recruitment, retention, and career development opportunities for different age groups. Implement targeted digital literacy programs tailored to older employees, focusing on basic technology skills, and gradually introducing modern tools to bridge the digital divide and enhance their technological proficiency.

The researchers also recommended providing a training course program in computer literacy for sustainable, effective, and efficient human resources. An extensive computer literacy training program not only improves individual skills but also boosts the overall effectiveness and long-term viability of the organization. Organizations can enhance productivity, foster creativity, and assure long-term sustainability by investing in the development of employees' technological competencies. Training courses offer individuals the necessary skills and knowledge to succeed in a workplace that is becoming more digitalized. Ultimately, this will help the organization become more successful and competitive.

Reevaluate job responsibilities and performance expectations to ensure alignment with opportunities for skill development and career growth, fostering a culture of continuous learning and professional development within LGUs. Conduct a thorough review of salary structures and benefits packages, soliciting feedback from employees to identify areas for improvement and implementing measures to enhance compensation and rewards systems in line with industry standards and employee expectations.

Future researchers are advised to utilize the present study as a basis for investigating additional interconnected subjects. This strategic recommendation aims to capitalize on the existing information and broaden the research's range. This could involve incorporating new variables, exploring additional elements that influence the studied phenomena, or adapting the framework to accommodate different situations. Furthermore, the researchers recommended a further study mainly focusing on the e-government of the same locale.

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